



GEORGE MUNICIPALITY

**4th Generation
DRAFT**

**INTEGRATED DEVELOPMENT PLAN
2017 - 2022**



MAYOR
Cllr M Naik

SPEAKER
Cllr I Kritzing

DEPUTY MAYOR
Cllr G Pretorius

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1. POLITICAL LEADERSHIP



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Executive Mayor (DA)

Cllr Gerrit Pretorius
Executive Deputy Mayor (DA)

Cllr Iona Kritzing
Speaker (DA)

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Cllr Tobeka Teyisi
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2. WARD COUNCILLORS



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Ward 1 (DA)



Cllr Daniel Cronje
Ward 2 (DA)



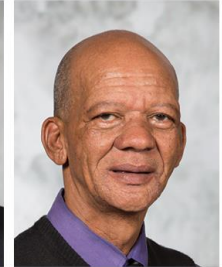
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Cllr Marlene Viljoen
Ward 4 (DA)



Cllr Peter Louw
Ward 5 (DA)



Cllr Hendrik Ingo
Ward 6 (DA)



Cllr Shaheed Rooiland
Ward 7 (ANC)



Cllr David Willemse
Ward 8 (DA)



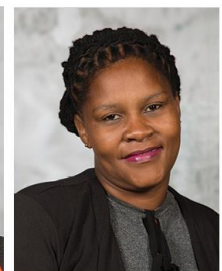
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Cllr Ntombi James
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Cllr Johan Stander
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Ward 24 (ANC)



Cllr Jacques Esau
Ward 25 (ANC)



Cllr Jacquiquie Von Brandis
Ward 26 (DA)



Cllr Belrina Cornelius
Ward 27 (DA)

3. ADMINISTRATIVE ARM OF GEORGE MUNICIPALITY



T BOTHA
MUNICIPAL MANAGER



S ERASMUS
DIRECTOR: HUMAN
SETTLEMENT, LAND AFFAIRS
AND PLANNING



K GRUNEWALD
DIRECTOR:
ELECTROTECHNICAL
SERVICES



K JORDAAN
DIRECTOR: FINANCIAL
SERVICES



E RANKWANA
DIRECTOR: CORPORATE
SERVICES



H BASSON
DIRECTOR: CIVIL
ENGINEERING SERVICES



W HENDRICKS
DIRECTOR: COMMUNITY 4
SERVICES

George: At a Glance

Demographics

Community Survey, 2016



Population

208 237



Households

62 722

Education



Matric Pass Rate 2015 **84.6%**

Literacy Rate 2011 **83.4%**

Poverty



Poverty headcount (2016) **1.5%**

Percentage households with no income (2016) **12.5%**

Health

2015



Primary Health Care Facilities

17

Immunisation Rate

81.8%

Maternal Mortality Ratio (per 100 000 live births)

156.6

Teenage Pregnancies - Delivery rate to women U/18

6.2%

Safety and Security

Percentage change between 2015 and 2016 in number of reported cases per 100



Residential Burglaries

7.8%

DUI

1.4%

Drug-related

0.9%

Murder

29.4%

Sexual Crimes

-28.5%

Access to Basic Service Delivery

Percentage change between 2015 and 2016 in number of households



Water

17.9%

Refuse Removal

23.9%



Electricity

25.8%



Sanitation

26.1%



Economy

3.9%



Labour

2.2%



Broadband



Number of wards currently with WCG Wi-Fi hotspots

5

Largest 3 Sectors

Contribution to GDP, 2015

Commercial Services

60.2%

Government and Community, Social and Personal Services

14.5%

Manufacturing

14.2%

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FOREWORD BY EXECUTIVE MAYOR



The **Integrated Development Plan** (IDP) of the George Municipality covers the five-year period 2017-2022. It has been compiled with the intention to accelerate growth and development in which the goals of the National Development Plan will be meaningfully approached and ensure the transformation of the Municipality into a well-oiled machine of economic, effective and efficient service delivery.

The life-cycle of the IDP that the George Municipality adopted in May 2012 will come to an end on 30 June 2017. The fundamental question that we should attempt to answer is whether the five editions of the IDP approved by Council over the past five years have achieved the broad objectives of the Municipality in terms of the priorities and needs of the local communities of George. This IDP is premised on engagements with local communities through ward-based IDP meetings and submissions received are incorporated into this document. It is now the duty of each Directorate to ensure that their forward planning is informed amongst others by the outcomes of our engagements with local communities.

Furthermore, this IDP is a 'building block' towards the development of a long-term strategy and vision for the George municipal area. This long-term strategy and vision will revive and reinstate the experience of the George municipal area as hospitable and will continue to nurture and harness tourism, promote and strengthen the economic vibrancy and investor confidence in the municipal area. Basic service delivery in line with universal norms and standards and the provision of infrastructure that continues to connect George to the world will ensure that we become a smart city that is well structured and ecologically friendly.

Both unemployment and inequality remain a challenge in the entire Eden region; our programmes must promote economic growth and development through working with communities and the private sector. Job creation and sustainable

livelihoods must be at the centre of all municipal programmes. The Municipality has to ensure that it complements other spheres of government in reaching the identified targets. The successful implementation of the IDP and Budget can be achieved only through a partnership with spheres of government, communities and the private sector.

I trust that this IDP will serve to stimulate and synergise our partnership with our colleagues in Government, the people of George and all those who live, work, study, do business and play in our town- not by prescribing and regulating but by outlining a common vision on which to build “ *A city for a sustainable future.*”

M NAIK

EXECUTIVE MAYOR: GEORGE MUNICIPALITY

OVERVIEW BY MUNICIPAL MANAGER



The Constitution of the Republic of South Africa, 1996 mandates the George Municipality to give priority to the basic needs and socio-economic development of local communities. Consultation and engagement with communities and different stakeholders regarding the City's development processes are therefore critical. Through our public participation programme, the communities have reaffirmed their needs, which include water, employment, roads, electricity, health, educational facilities, Small Medium Micro Enterprise (SMME) empowerment and

support, sport and recreational facilities.

Some of the identified needs do not fall within the mandate of the Municipality, but communities tend not to differentiate between local, provincial and national government functions. To ensure that the needs of local communities are met, this therefore demands that the Municipality ensure that its planning efforts are better coordinated and integrated with the provincial and national sector departments. The Integrated Development Plan should be seen and indeed become the central planning tool for the three spheres of government in achieving the aim of accelerating service delivery to our communities. This IDP is aligned to the National Development Plan (NDP) 2030 Vision, and it is therefore a stepping stone towards achieving the goals of the NDP.

Projects identified in this IDP will be closely monitored, and we will be able to measure the performance of the individual directorates. Some of these projects will be implemented in partnership with the relevant stakeholders. Strengthening relations and partnerships with the business sector and the institutions of higher learning in the City will be prioritised. In discharging its responsibility for promoting economic development, the institution will be exploring the economic opportunities that could be unlocked in partnership with the relevant stakeholders.

Many thanks to all who participated and have so far contributed towards the development of this new five-year IDP.

T BOTHA

MUNICIPAL MANAGER: GEORGE MUNICIPALITY

EXECUTIVE SUMMARY

The Local Government: Municipal Systems Act, No. 32 of 2000 mandates each municipal council to within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which *inter alia* –

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based.

To this end, the George Municipality's Integrated Development Plan (IDP) serves as the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the Municipality. The George Municipality's IDP covers the five-year period 2017- 2022 and it represents the 'fourth generation' (fourth term of Council since the advent of Developmental Local Government) of cyclical strategic planning in the local sphere of government.

This IDP is a product of extensive stakeholder participation and is informed by national and provincial government goals and priorities, emerging socio-economic trends, the ever-increasing demand by the local communities of George for better services. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs and priorities of the local communities within George are ever-changing. This presupposes greater co-ordination and integration with other external stakeholders such as national and provincial government, business community and civil society.

This document is divided into chapters, which form a logical and sequential whole, namely:

<p>Chapter 1 contains a general introduction and background information and the planning process that has been followed to produce the DRAFT FIVE-YEAR IDP 2017-2022. This chapter also provides the key guiding parameters considered in developing the document.</p>

<p>Chapter 2 provides a situational analysis of George Municipality. This section gives a brief description of the area, demographic and socio-economic indicators and summaries of current issues around infrastructure, social services, land, housing and the environment. Also covered in this chapter is the elaborate nature of the consultation process with specific reference to the methodologies and audiences that were engaged.</p>

<p>Chapter 3 presents a brief account of the institutional arrangements and administrative capacity to give effect to the basic needs of the local communities as well as the promotion of social and economic development.</p>
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<p>Chapter 4 deals with the Municipal Vision as the primary vehicle that defines in</p>
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a simplified and straightforward manner, the intention of George Municipality. This chapter also addresses the strategies which flow mainly from the analysis presented in Chapter 2, combined with input coming from the public participation processes.

Chapter 5 deals with the summaries of George Municipality's existing sector plans and the importance of sector planning in the IDP process.

Chapter 6 provides the outcomes of the community participation process.

Chapter 7 addresses the Financial Plan which provides information of infrastructure provision, maintenance of infrastructure, possible grants. All of these issues are consistent with the Targeted Basic Services and Infrastructure Investment requirements.

Chapter 8 captures the key elements of the George Municipality's Performance Management System.

CHAPTER 1 INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Integrated development planning is a process by which the George Municipality prepares a municipal-wide plan, known as the Integrated Development Plan (IDP). The process as well as the plan are linked to a five-year planning and implementation time-frame that coincides with the local government elections. The plan is reviewed annually in accordance with the annual budget cycle.

The IDP is an instrument of both local mobilisation and intersectoral and intergovernmental coordination, and covers the extent of the local agenda. It must be viewed as the convergence of all planning, budgeting and investment in the George municipal area and must incorporate and illustrate national, provincial and district policy directives. The plan also seeks to integrate and balance the economic, ecological and social pillars of sustainability without compromising effective service delivery. In view of the commitment to the local agenda, it is imperative that there must be institutional capacity and know-how, as both are required to implement and coordinate the efforts needed across sectors and spheres of Government.

The data used in this document is sourced from Statistics South Africa, administrative data from sector departments, Municipal Economic Review and Outlook (MERO) 2016, Quantec and Socio-Economic Profile (SEP) 2016 for George Municipality.

1.2 FOCUS OF THE GEORGE MUNICIPALITY'S 2017-2022 INTEGRATED DEVELOPMENT PLAN

This IDP paves a way for socio-economic, infrastructural and institutional development for the next five years. This IDP seeks to attain the *inter alia*:

- “ Continue to elevate the IDP as key planning instrument.
- “ Enhance the quality of ward-based plans (targeted development) - this will be addressed entirely immediately after the inauguration of Ward Committees.
- “ Economic Development Strategy to serve as a key enabler for socio-economic transformation.
- “ Long-term infrastructure planning to support growth.

1.3 LEGISLATIVE FRAMEWORK

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. Furthermore, local government must be cognisant of and partake in a system of intergovernmental service delivery. In this regard, the George Municipality realises that in order to promote the local agenda, the municipal budget, programmes and projects must be aligned with higher-order regulatory, developmental and institutional policy directives.

1.3.1 Development Facilitation Act, No. 67 of 1995

The Act is aimed mainly at encouraging efficient and integrated land development, by promoting the integration of social, economic, institutional and physical aspects of development. The IDP process is regarded as the main organising device for encouraging municipalities to identify key delivery targets, such as land development objectives. In identifying key service targets, municipalities are expected to create an opportunity for local communities to participate.

1.3.2 Local Government Transition Act, No. 97 of 1996

This Act requires all municipalities to prepare IDPs as part of the municipal government planning process. It sets out the specific financial and budgeting requirements, as well as institutional arrangements and review procedures.

1.3.3 Constitution of the Republic of South Africa, 1996

The Constitution is a crucial component of the legal system of South Africa and of the legal-institutional framework within which development has to take place. The Constitution of the Republic of South Africa, 1996 (Section 152) puts in place a vision for Developmental Local Government (DLG) and contains the following objectives:

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage the participation of communities and community organisations in the affairs of local government.

Section 153 (a) of Constitution of the Republic of South Africa, 1996 further instills the culture of 'people and development centred' municipalities by stipulating that – " A municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community." In essence, municipalities are mandated to ensure all citizens receive the services they need to satisfy their basic needs. Municipalities must also promote the Bill of Rights, which reflects the nation's values regarding human dignity, equality and freedom, and uphold the principles enshrined in the Constitution of the Republic of South Africa, 1996.

Chapter 10 of the Constitution of the Republic of South Africa, 1996 encourages the creation of opportunities for public participation in public administration by identifying the basic values and principles governing public administration as follows:

"195. (1) Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- (a) A high standard of professional ethics must be promoted and maintained.
 - (b) Efficient, economic and effective use of resources must be promoted.
 - (c) Public administration must be development-oriented.
 - (d) Services must be provided impartially, fairly, equitably and without bias.
 - (e) People's need must be responded to, and the public must be encouraged to participate in policy-making.
 - (f) Public administration must be accountable.
 - (g) Transparency must be fostered by providing the public with timely, accessible and accurate information.
 - (h) Good human-resource management and career-development practices, to maximise human potential, must be cultivated.
 - (i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.
- (2) The above principles apply to –
- (a) Administration in every sphere of government;
 - (b) Organs of state; and
 - (c) Public enterprises.

The Constitution of the Republic of South Africa Act, 1996 provides a fundamental foundation for local government to create opportunities for local communities to participate meaningfully in matters affecting their lives. Therefore, municipalities can adopt policies that are in line with the Constitution of the Republic of South Africa, 1996.

1.3.4 White Paper on Transforming Public Service Delivery, 1997

As the sphere of government closest to the people, municipalities are the focal point of public service delivery. The White Paper on Transforming Public Service Delivery, 1997 (better known as the Batho Pele White Paper) promotes mechanisms to enable the state machinery to optimise the provision of services to all citizens. The Batho Pele White Paper spells out eight principles for transforming public service delivery and is explained in detail below.

- Consultation – citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

- Service standards – citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
- Access – all citizens should have equal access to the services to which they are entitled.
- Courtesy – citizens should be treated with courtesy and consideration.
- Information – citizens should be given full, accurate information about the public services they are entitled to receive.
- Openness and transparency – citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
- Redress – if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- Value for money – public services should be provided economically and efficiently in order to give citizens the best possible value for money.

1.3.5 Local Government: White Paper on Local Government, 1998

The basis for DLG in South Africa is founded on provisions set out in the Local Government: White Paper on Local Government, 1998. According to the Local Government: White Paper on Local Government, 1998, developmental local governance should ultimately result in the following outcomes:

- The provision of household infrastructure and services.
- The creation of liveable, integrated cities, towns and rural areas.
- The local economic development.
- Community empowerment and redistribution.

To achieve these outcomes, the Local Government: White Paper on Local Government, 1998 puts forward three interrelated approaches that can assist municipalities to fulfil their developmental mandate:

- Integrated development planning.
- Performance management.
- Working together with local citizens and partners.

With regard to public participation, the Local Government: White Paper on Local Government, 1998 stipulates that municipalities should encourage civil society participation through:

- Forums initiated within or outside municipalities to allow organised formations to initiate policies and/or influence policy formulation, as well as participate in monitoring and evaluation activities.
- Structured stakeholder participation in certain council committees.
- Participatory budgeting initiatives aimed at linking community priorities to capital investment programmes.
- Focus-group participatory action research to generate detailed information about a wide range of specific needs and values.
- Support for the organisational development of associations, in particular in poor, marginalised areas where the skills and resources for participation may be less developed.

Integrated development planning is therefore central to realising the developmental local government vision. It is viewed as a mechanism to enable prioritisation and integration in municipal planning processes and to strengthen the links between the developmental (external) and institutional (internal) planning processes.

According to the Local Government: White Paper on Local Government, 1998, municipalities requires active participation by citizens at four levels:

- As voters – to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote.
- As citizens who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible.
- As consumers and end-users, who expect value-for-money, affordable services and courteous and responsive service.
- As organised partners involved in the mobilisation of resources for development via for-profit businesses, non-governmental organisations and community-based institutions.

1.3.6 Local Government: Municipal Structures Act, No. 117 of 1998

This Act gives district municipalities the responsibility for integrated development planning for district municipality as a whole, including framework for IDPs for all local municipalities within areas. They therefore have a responsibility for inter-local co-ordination and for links with provincial and national departments. While each local municipality and the district municipality produce their own IDP and conduct their own participatory processes, the role of the district municipality is to ensure that there is a joint district strategy, and that the IDPs within the district are aligned with another and the district IDP.

The Local Government: Municipal Structures Act, No. 117 of 1998 is designed to regulate the internal systems, structures and office bearers of municipalities, and to provide for appropriate electoral systems. Chapter 4, Part 4 of the Act deals

with the establishment, functions and powers of ward committees. The ward participatory system of municipal government allows for the establishment of ward committees to facilitate public participation in the matters of local government. Ward committees can also improve communication between the municipal council and local communities, and play a role in identifying community needs and fine-tuning municipal programmes to accommodate local circumstances.

1.3.7 Local Government: Municipal Systems Act, No. 32 of 2000

The Local Government: Municipal Systems Act, No. 32 of 2000 was published to establish a framework for planning, performance management systems, effective use of resources and organisational change. It provides for the core principles, mechanisms and processes that are necessary to work in partnership with the community.

Chapter 4 of the Local Government: Municipal Systems Act, No. 32 of 2000 deals with the development of a culture of community (public) participation, mechanisms, processes and procedures for community participation, communication of information concerning community participation, public notice of council meetings, and communication between council and the local community. These mechanisms for public participation must also be appropriate for the preparation, implementation and review of the IDP.

1.3.8 Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government: Municipal Planning and Performance Management Regulations, 2001 seeks to enhance the implementation of performance management obligations imposed by legislation and cultivate uniformity in the application of performance management within the local sphere of government. The Regulations outline the details to be contained in the municipalities' IDPs, as well as the process of amendment. They also provide the nature of performance management systems, their adoption, processes for the setting of performance targets, monitoring, measurement, review and the internal auditing of performance measurements. The Regulations conclude with a section on community participation in respect of integrated development planning and performance management.

1.3.9 Local Government: Municipal Finance Management Act, No. 56 of 2003

This Act aims to modernise budget and financial management practices by placing local government finances on a sustainable footing. It serves to maximise the capacity of municipalities to deliver services to all their residents, customers, users and investors. One of the most significant reforms is the new budget process and its link to the IDP.

Section 21 of the Local Government: Municipal Finance Management Act 56 of 2003 emphasises the importance of a platform for public participation in the IDP and budget process. This process must be carried out as a single and integrated process, as opposed to a separate IDP process followed by a budget process.

Furthermore, Section 130 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 stipulates *inter alia*; that the meetings of a municipal council at which a report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public.

1.3.10 Local Government: Municipal Property Rates Act 6 of 2004

The Local Government: Municipal Property Rates Act, No. 6 of 2004 seeks to regulate the powers of municipalities to levy rates on property. Rates represent a critical source of own-revenue for municipalities in order to achieve their constitutional development objectives.

1.3.11 Intergovernmental Relations Framework Act, No. 13 of 2005 (IRFA)

The Intergovernmental Relations Framework Act regulates and facilitates the coordination and implementation of policy and legislation between the organs of state within the three spheres of government in South Africa. It promotes coordination and collaboration amongst the three spheres of government in planning and implementation.

1.4 THE INTEGRATED DEVELOPMENT PLANNING CONTEXT WITHIN THE GEORGE MUNICIPALITY

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. The effective implementation of the IDP can be attained only if the entire 'government family' is committed to the common goal of rendering quality services; hence the Intergovernmental Relations Framework Act, 2005 seeks to enhance alignment between the spheres of government. This section reflects the alignment of intergovernmental strategic objectives and highlights key priority programmes that the Municipality should consider when undertaking integrated development planning during the five-year cycle of this IDP.

1.4.1 Global perspective

1.4.1.1 Sustainable Development Goals

The Sustainable Development Goals (SDGs), officially known as Transforming our world: the 2030 Agenda for Sustainable Development is a set of 17 'Global Goals' with 169 targets between them. Spearheaded by United Nations through a deliberative process involving its 194 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015. Paragraph 51 outlines the 17 Sustainable Development Goals, namely:

1. **No Poverty** – End poverty in all its forms everywhere.
2. **Zero Hunger** – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. **Good Health and Well-being** – Ensure healthy lives and promote well-being for all at ages.
4. **Quality Education** – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. **Gender Equality** – Achieve gender equality and empower all women and girls.

6. **Clean Water and Sanitation** – Ensure availability and sustainable management of water and sanitation for all.
7. **Affordable and Clean Energy** – Ensure access to affordable, reliable, sustainable and modern energy for all.
8. **Decent Work and Economic Growth** – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. **Industry, Innovation and Infrastructure** – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
10. **Reduced Inequalities** – Reduce income inequality within and among countries.
11. **Sustainable Cities and Communities** – Make cities and human settlements inclusive, safe, resilient and sustainable.
12. **Responsible Consumption and Production** – Ensure sustainable consumption and production patterns.
13. **Climate Action** – Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy.
14. **Life Below Water** – Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15. **Life on Land** – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16. **Peace, Justice and Strong Institutions** – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. **Partnerships for the Goals** – Strengthen the means of implementation and revitalise the global partnership for sustainable development.

1.4.2 National Perspective

1.4.2.1 National Development Plan, Vision 2030

The National Development Plan (NDP) is a government plan aimed at eliminating poverty and reducing inequality by 2030. The Plan presents a long-term strategy to increase employment through faster economic growth, improvement in the quality of education, skills development and innovation, and building the capability of the state to play a developmental and transformative role. The Plan also focuses on upgrading public health facilities and producing more health professionals, as well as infrastructure development, financed through tariffs, public-private partnerships, taxes and loans, amongst other things.

1.4.2.2 National Outcomes

The IDP is developed in line with the 12 Government Outcomes. Each of the Outcomes is implemented through a delivery agreement, cutting across the three spheres of government. The achievement of the Outcomes depends on concerted efforts from all key stakeholders and spheres of government. The National Outcomes for the 2014-2019 period are as follows:

- **Outcome 1:** Improved quality of basic education.
- **Outcome 2:** A long and healthy life for all South Africans.
- **Outcome 3:** All people in South Africa are and feel safe.
- **Outcome 4:** Decent employment through inclusive economic growth.

- **Outcome 5:** A skilled and capable workforce to support an inclusive growth path.
- **Outcome 6:** An efficient, competitive and responsive economic infrastructure network.
- **Outcome 7:** Vibrant, equitable and sustainable rural communities with food security for all.
- **Outcome 8:** Sustainable human settlements and improved quality of household life.
- **Outcome 9:** A responsive, accountable, effective and efficient local government system.
- **Outcome 10:** Environmental assets and natural resources that are well protected and continually enhanced.
- **Outcome 11:** Create a better South Africa and contribute to a better and safer Africa and World.
- **Outcome 12:** An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

1.4.2.3 National Spatial Development Perspective (NSDP)

The objective of the National Spatial Development Perspective (NSDP) is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

1.4.2.4 Local Government Back to Basics Strategy

The Back to Basics Strategy is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in Chapter 7 of the Constitution of the Republic of South Africa, 1996. The Back to Basics approach is based on five principles, which are:

- Putting people first and engaging with the community;
- Delivering basic services;
- Good governance;
- Sound financial management; and
- Building capabilities.

1.4.3 Provincial Perspective

1.4.3.1 Provincial Strategic Plan (PSP)

The Provincial Administration of the Western Cape has embarked on a process of developing a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is “An open, opportunity society for all”. The strategic plan sets out twelve (12) strategic objectives that determine policy direction and key interventions required to achieve the objectives. The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the Western Cape. The strategic plan takes into account the powers and functions of the provincial government, but a critical theme that links all objectives, is the inclusive approach to address the challenges. Strengthened

intergovernmental relations and strategic partnerships with all spheres of Government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

1.4.4 District Perspective

1.4.4.1 Eden District Integrated Development Plan

Section 29(2) of the Local Government: Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align their integrated development plan with the framework adopted; and
- Draft their integrated development plan, taking into account the integrated development processes of – and proposals submitted to them by – the local municipalities in that area.

Horizontal alignment, i.e. between local municipalities, is pursued through inter-governmental planning and consultation, co-ordination and by aligning the respective vision, mission and strategic objectives. The alignment of key national, provincial and district strategic directives are illustrated in the table below:

Medium Term Strategic Framework	Vision for 2030	National Outcomes	Provincial Strategic Goals	Eden District Municipality Strategic Objectives
Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	An economy that will create more jobs	Decent employment through inclusive economic growth	Create opportunities for growth and jobs	Grow the district economy
Massive programme to build economic and social infrastructure	Improving infrastructure	An effective, competitive and responsive economic infrastructure network	Integrating service delivery for maximum impact Increasing access to safe and efficient transport	Conduct regional bulk infrastructure planning, implement projects, roads maintenance, public transport, manage and develop Council fixed assets
	Transition to a low-carbon economy		Mainstreaming sustainability and optimising resource-use	

Medium Term Strategic Framework	Vision for 2030	National Outcomes	Provincial Strategic Goals	Eden District Municipality Strategic Objectives
			efficiency	
	An inclusive and integrated rural economy	Vibrant, equitable and sustainable rural communities and food security	Creating opportunities for growth and development in rural areas	Facilitate the comprehensive rural development plan
Ensure environmental sustainability	Reversing the spatial effects of apartheid	Sustainable human settlements and improved quality of household life Protection and enhancement of environmental assets and natural resources	Developing integrated and sustainable human settlements	Promote sustainable environmental management and public safety
Achieve universal primary education	Improving the quality of education, training and innovation	Improve the quality of basic education A skilled and capable workforce to support inclusive growth	Improve education outcomes and opportunities for youth development	Build a capacitated workforce and communities
Reduce child mortality Improve maternal health Combat HIV/AIDS, malaria, and other diseases	Quality health care for all	Improve health and life expectancy	Increase wellness and safety, and tackle social ills	Healthy and socially stable communities
	Social protection		Increase wellness and safety, and tackle social ills	
	Building safer communities	All people in South Africa protected and	Increase wellness and safety, and tackle social ills	

Medium Term Strategic Framework	Vision for 2030	National Outcomes	Provincial Strategic Goals	Eden District Municipality Strategic Objectives
		feel safe		
	Reforming the public service	<p>A development-orientated public service and inclusive citizenship</p> <p>A responsive, accountable, effective and efficient local government system</p>	Embed good governance and integrated service delivery through partnerships and spatial alignment	<p>Ensure financial viability of the EDM</p> <p>Promote good governance</p>
	Fighting corruption			
<p>Promote gender equity and empower women</p> <p>Develop a global partnership for development</p>	Transforming society and uniting the country	A better South Africa, a better Africa and world	Increase wellness and safety, and tackle social ills	

The alignment of higher-order directives together with the local strategic objectives are comprehensively provided in Chapter 4 of this IDP.

1.5 THE PROCESS PLAN

In terms of Section 28(1) of the Local Government: Municipal Systems Act, 32 of 2000, each Municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan. Furthermore, Section 29 of the said Act stipulates that the process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan, must:

- Be in accordance with a predetermined programme specifying time-frames for the different steps;
- Through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the MSA, allow for:
 - the local community to be consulted on its development needs and priorities;
 - the local community to participate in the drafting of the Integrated Development Plan; and

- organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the Integrated Development Plan;
- Provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- Be consistent with any other matters that may be prescribed by regulation.

Council adopted an IDP process plan in accordance with Section 28(1) of the Local Government: Municipal Systems Act, 32 of 2000. The process plan contained the following:

- A programme specifying time frames for the different planning phases;
- Appropriate mechanisms, processes and procedures for consultation with and participation of local communities, organs of state and other stakeholders in the IDP process; and
- The identification of all plans and planning requirements binding on the municipality in terms of provincial and national legislation.

The table below details key activities and sessions that have been undertaken towards the development of the Integrated Development Plan.

Details		Date
(a)	Council adopted the IDP and Budget Process Plan	28 September 2016
(b)	Workshop with All Councillors and Directors to clarify key expectations regarding the IDP and Budget Process Plan	29 September 2016
(c)	Submit the IDP and Budget Process Plan to the MEC for Local Government	30 September 2016
(d)	IDP Ward-Based Meetings	October-November 2016
(e)	Executive Mayoral Lekgotla: To agree on a long-term strategic roadmap for Council	6 -7 October 2016
(f)	Provincial Engagement: Integrated Municipal Governance Engagements to give effect to a sustainable Local Government	31 October 2016
(f)	National Treasury Engagement: Mid-Year Budget and Performance Assessment	16-17 February 2017

(g)	Provincial Engagement: Technical Integrated Municipal Engagement	22 February 2017
(h)	Provincial Engagement: MINMAY Technical Forum: Fourth Generation Integrated Development Plans	27 February 2017

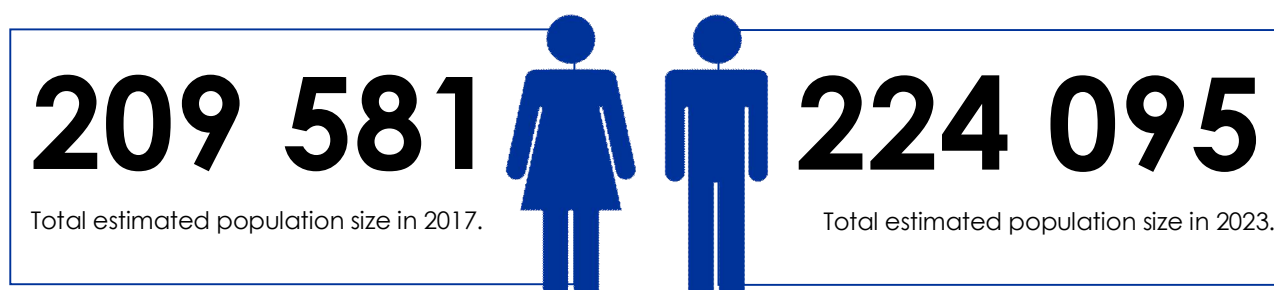
CHAPTER 2

Situational Analysis

2.1 INTRODUCTION

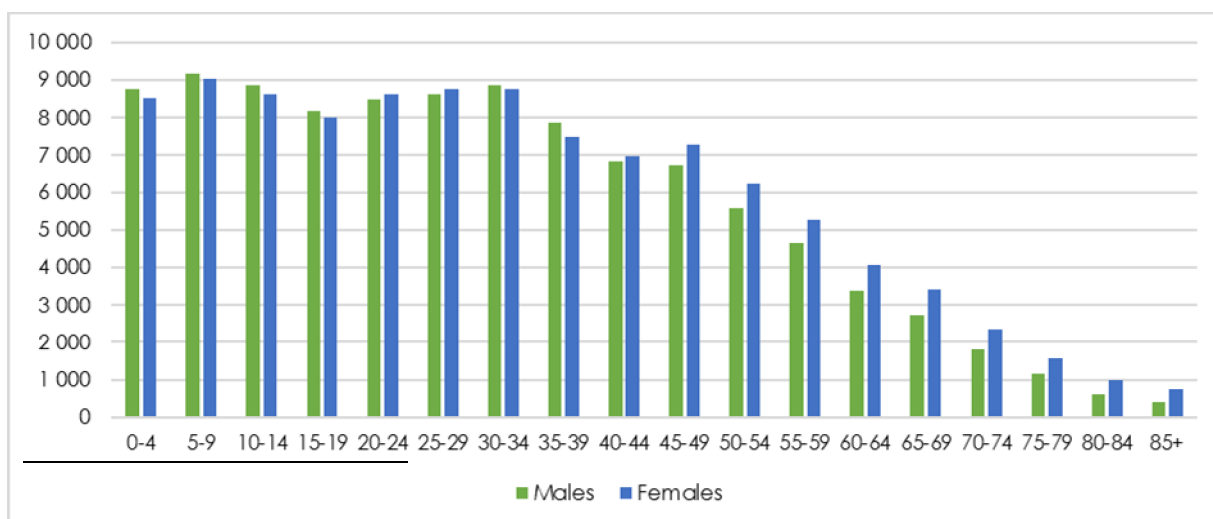
This Chapter presents a status quo analysis of the George Municipality. The situational analysis and statistics presented in this Chapter reveal the developmental challenges (such as poverty, unemployment and service delivery backlogs) facing the Municipality. This analysis is crucial in providing the Municipality and its social partners with information in respect of local socio-economic trends and patterns. The ideal is that the programmes and projects captured in this IDP must address the developmental challenges identified through the situational analysis.

2.2 POPULATION BREAKDOWN



George has the largest population in the Eden District which, according to the forecasts of the Western Cape Department of Social Development, is estimated to be **209 581** in 2017¹. This total gradually increases across the 5-year planning cycle and is expected to reach **224 095** by 2023. This total equates to an approximate **6.9 per cent growth** off the 2017 base estimate.

In 2017, George's population gender breakdown will be relatively evenly split between male (102 817, 48.9 per cent) and female (106 764, 51.1 per cent). For 2023, the split is anticipated to be 109 639 (48.9 per cent) and 114 456 (51.1 per cent) for males and females respectively.



2.3 AGE DISTRIBUTION

In 2017, George is expected to maintain relatively stable population levels within the formative, schooling and young working age groups after which a decreased concentration is noted in the 35 – 39 age category. The stable population levels indicate that not many young working professionals leave the region, but are absorbed within the local labour market. The population distribution however suddenly spikes upwards between the ages of 45 and 49 which, amongst other reasons, can be attributed to an increasing trend amongst more affluent citizens to retire or down-scale at a relatively young age.

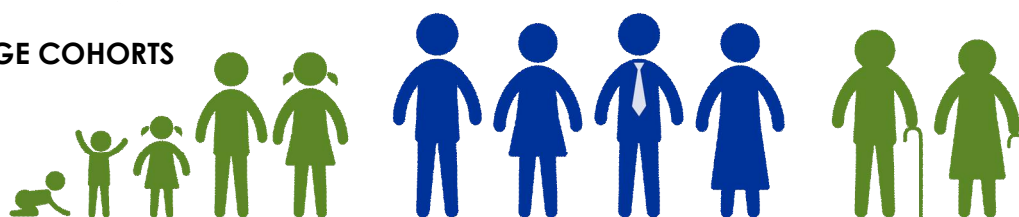
2.4 HOUSEHOLDS



In order to ensure basic service delivery to all, municipal budget allocations should be informed by credible and accurate assumption regarding the number of households within a municipal area.

According to Census 2011, there were **53 551** households within the greater George region. As per the 2016 Community Survey, this number increased to **62 722** which equates to a 17.1 per cent increase off the 2011 base.

2.5 AGE COHORTS



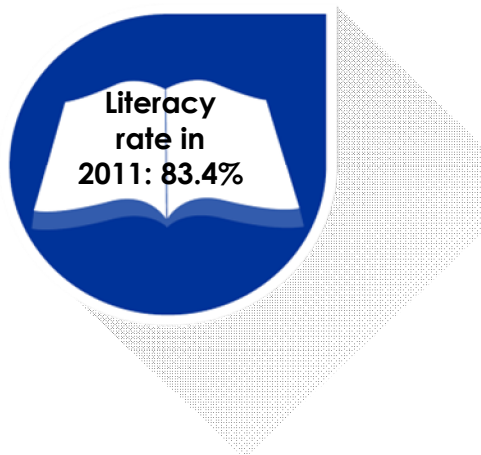
Year	Children: 0 – 14 Years	Working Age: 15 – 65 Years	Aged: 65 +	Dependency Ratio
2011	50 953	130 348	12 371	48.6
2017	53 020	140 780	15 781	48.9
2023	52 972	151 789	19 334	47.6

George's dependency ratios are expected to remain relatively stable from 48.6 in 2011 to 48.9 in 2017 before slightly decreasing to 47.6 by 2023. As lower dependency ratios imply less strain on the working age to support their economic dependents (children and aged), this decrease will have positive social, economic and labour market implications.

An increase in the dependency ratio is often associated with a relative decrease in the working age population. From a national perspective, the relative decrease in the working age population will result in lower tax revenues, pension shortfalls and overall inequality as citizens struggle to tend to the needs of their dependents amidst increased economic hardship.

At the municipal level, the decrease in the working population will potentially result in a smaller base from which local authorities can collect revenue for basic services rendered and will necessitate the prioritisation of municipal spending.

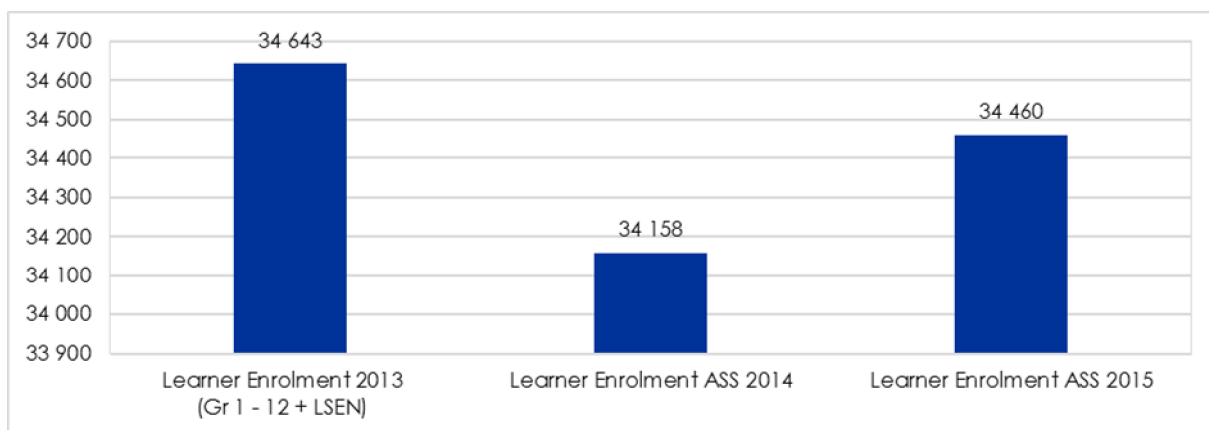
2.6 LITERACY



Literacy is used to indicate a minimum education level attained. A simple definition of literacy is the ability to read and write, but it is more strictly defined as the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate for George was recorded at 83.4 per cent in 2011 which is slightly higher than the average literacy rates of the Eden District (82.6 per cent) and South Africa (80.9 per cent), but is 3.8 percentage points lower than the literacy rate of the Western Cape.

2.7 LEARNER ENROLMENT

Learner enrolment in the schools within George dropped slightly with 485 learners between 2013 and 2014, which might be due to the inclusion of data on learners with special education needs (LSEN) in the 2013 WCED survey. Learner enrolment between 2014 and 2015 however increased with 302 learners which is an indication that access to education has improved in the George area and should translate into opportunities for an inclusive society.



2.8 LEARNER-TEACHER RATIO



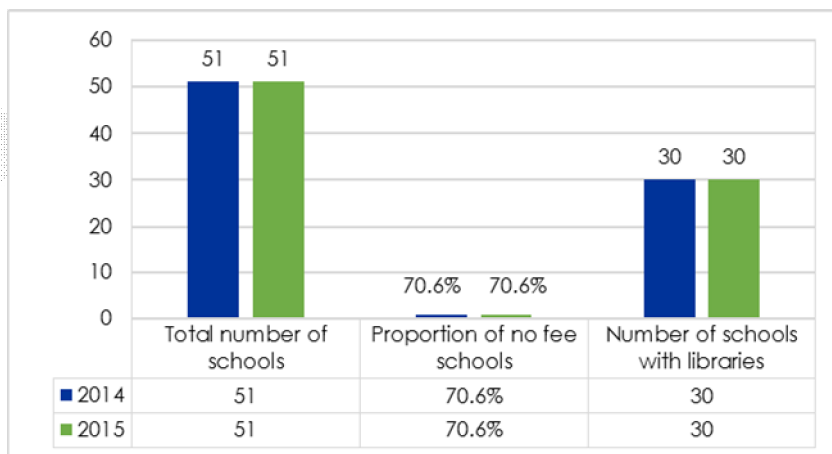
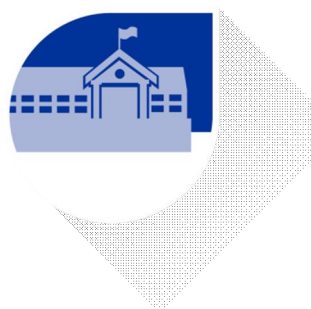
The learner-teacher ratio in George was below 30 between 2012 and 2014 at 28.5 and 28.2 respectively and increased slightly to 31.5 in 2013, however the number of learners per teacher increased sharply to 40.6 in 2015. According to the Department of Education the average number of learners per teacher was 30.3 in 2010, however one factor influencing the learner-teacher ratio is the ability of schools to employ more educators when needed.

2.9 GRADE 12 DROP-OUT RATES

The drop-out rate for learners in the George area that enrolled from Grade 10 in 2014 to Grade 12 in 2016 was recorded at 26.4 per cent, which is lower than the average drop-out rate for the District (31.7 per cent) over the same period.

2.10 EDUCATIONAL FACILITIES

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively.



In 2015, there were 51 schools within George which had to accommodate 34 460 learners at the start of 2015.

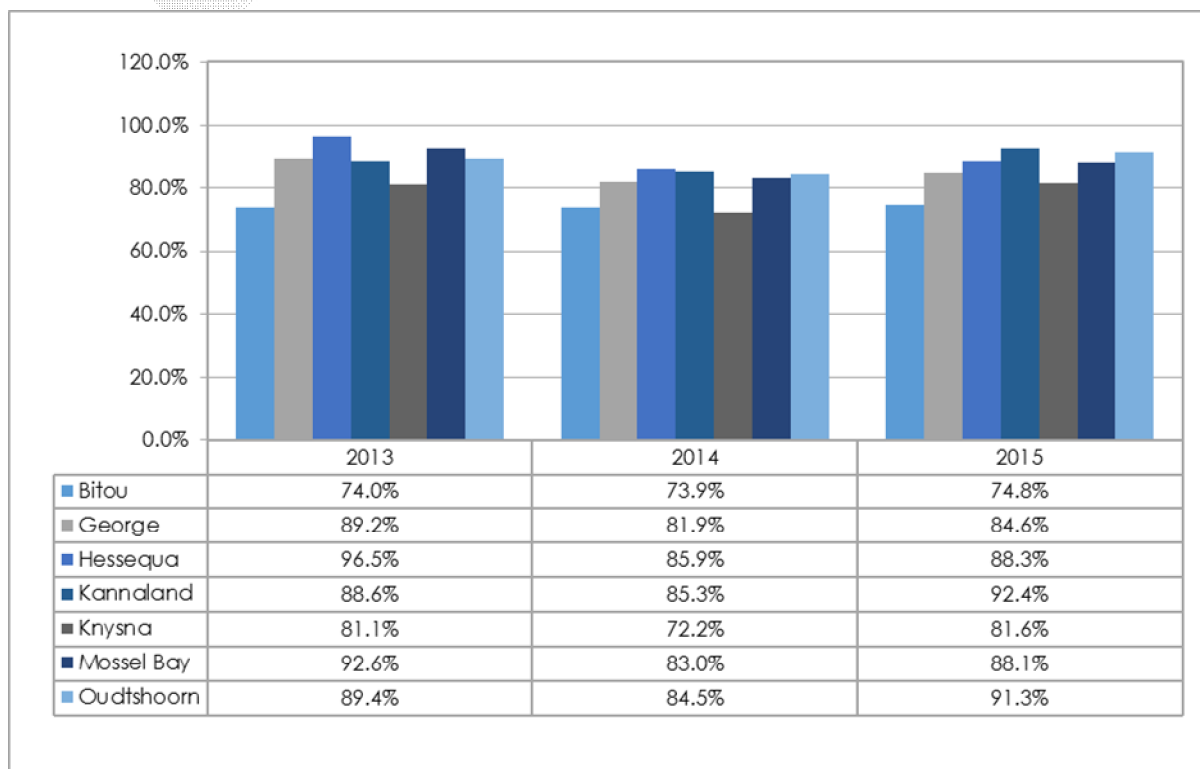
Given the tough economic climate, schools have been reporting an increase in parents being unable to pay their school fees. Nevertheless, the proportion of no-fee schools has remained at 70.6 per cent between 2014 and 2015, which could in future further increase the drop-out rate.

The number of schools equipped with libraries also remained unchanged between 2014 and 2015.

2.11 EDUCATION OUTCOMES



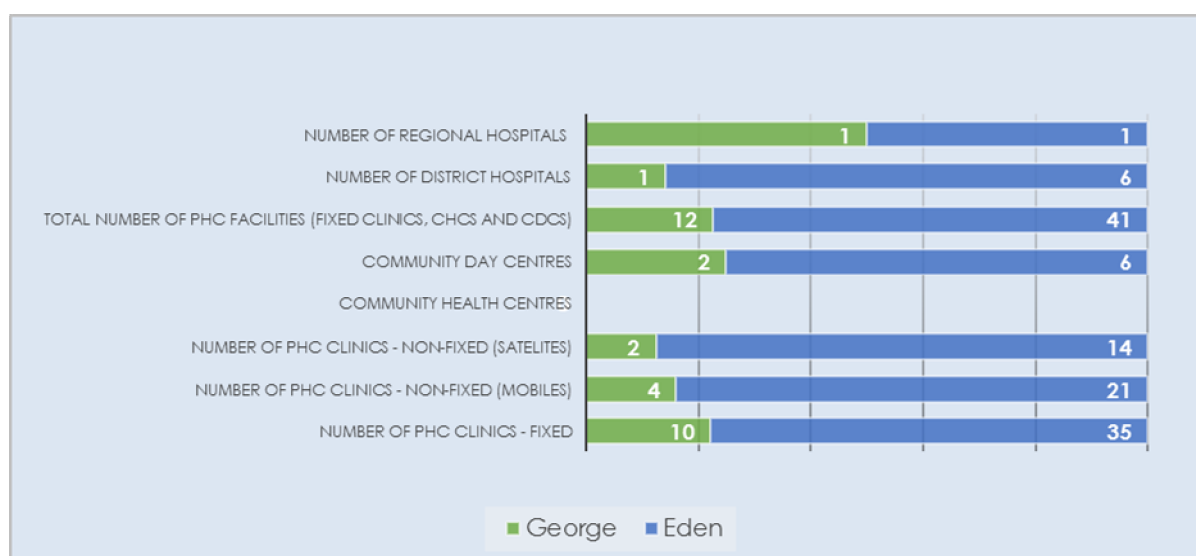
Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagement in the labour market, policy choices and decisions in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans can be realised.



Matric outcomes within the George area have remained consistently above 80 per cent between 2013 and 2015, with the highest pass rate of 89.2 per cent recorded in 2013. The rate however declined to 81.9 and 84.6 per cent respectively in 2014 and 2015.


2.12 HEALTHCARE FACILITIES

All citizens' rights to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels.




The Eden District has a range of primary healthcare facilities which includes 35 fixed clinics, 35 mobile/satellite clinics, 6 community day centres and 6 district hospitals. Of these facilities, 10 fixed clinics, 6 mobile/satellite clinics and 1 district hospital are situated within the George municipal area.

2.13 EMERGENCY MEDICAL SERVICES

	Health Indicator	George	Eden
	EMS Operational Ambulances	8	28
	Population (2017)	224 095	427 742
	No. of operational ambulances per 10 000 people	0.36	0.64

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. Within the Eden District, George has 0.36 ambulances per 10 000 population, lower than the District average of 0.64.

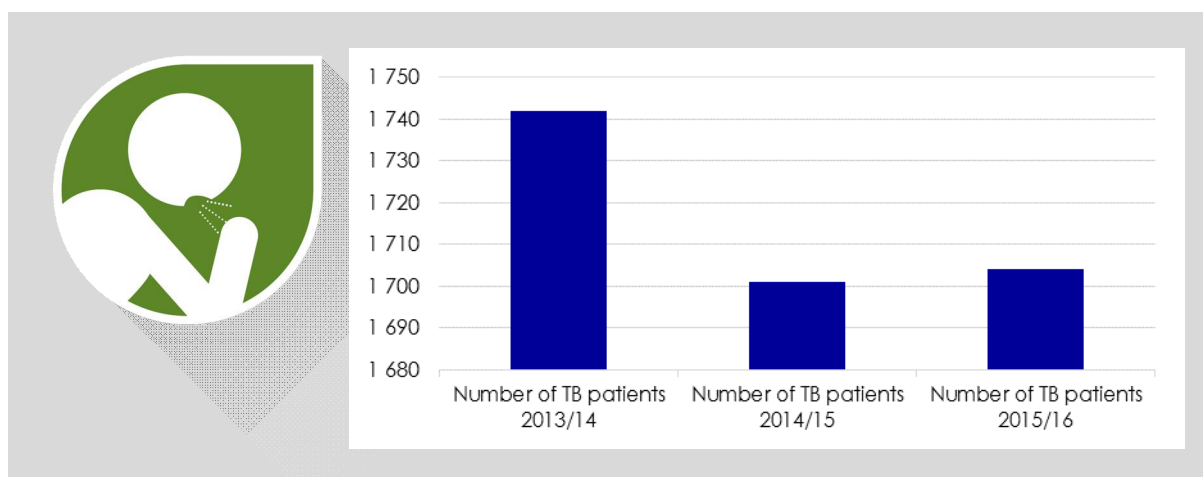
2.14 HIV/AIDS

	Health Indicator	George	Eden
	Total registered patients receiving ART	6 356	17 391
	No. of new ART patients	1 472	3 820
	HIV Transmission Rate	2.00%	1.89%

At the end of March 2016, the Western Cape Province highlighted that anti-retroviral treatment (ART) was provided to over 200 000 persons in the Province, 17 391 of whom were in the Eden District and 6 356 in the George municipal area. At the end of March 2016, George Municipality acquired 1 472 new ART patients, being treated from 18 treatment sites.


In addition to improving the quality of life of the patient, anti-retroviral treatment to mothers both before and at birth, also decreases the chances that infants will contract HIV from their mothers. The most recent information for George indicates a mother-to-child transmission rate of 2.0 per cent which is higher than the 1.89 per cent District and 1.4 per cent Provincial rate as well as the medium term annual target for 2015/16 and 2016/17.

2.15 TUBERCULOSIS (TB)



The number of TB patients in the Eden District has increased over past few years, reaching 4 909 in 2015/16 treated at 90 clinics or treatment sites. In the George municipal area, patient load had a slight increase in 2015. Most recent information shows a patient load of 1 704 with treatment administered from 25 clinics or treatment sites.

2.16 CHILD HEALTH



Health Indicator	George	Eden
Immunisation	81.8%	84.1%
Malnutrition	16.5	7.2
Neonatal mortality rate	8.1	6.4
Low birth weight	18.0%	16.0%


In 2015, the full **immunisation coverage rate** for Eden was 84.1 per cent, in George it was lower at 81.8 per cent, showing a deterioration from the 2014 rate of 88 per cent.

The number of **malnourished children** under five years in Eden in 2015 was 7.2 per 100 000 children. George's rate currently at 16.5 is much higher than the District rate.

The District's **neonatal mortality rate** (6.4) is slightly above the Province's 2019 target of 6.0 per 1 000 live births. George's rate at 8.1 is higher than the District rate, however it has improved from the 2014 rate of 8.7.

In the Eden District, 16 per cent of the babies were born **underweight**; at 18 per cent, George rate is higher than the District's and the Provincial average of 14.5 per cent.

2.17 MATERNAL HEALTH

	Health Indicator	George	Eden
	Maternal Mortality Ratio	156.6	69.9
	Delivery Rate to Women under 18 years	6.20%	6.80%
	Termination of Pregnancy Rate	0.9	0.5

Maternal mortality rate: George Municipality's most recent figures show a maternal mortality ratio of 156.6 per 100 000 live births compared to the District's ratio of 69.9. The Province has a maternal mortality ratio target of 65 by 2019.

Births to teenage mothers: In 2015, the delivery rate to women under 18 years in Eden was 6.80 per cent. At 6.20 per cent, George's rate is lower than the District rate.

Termination of pregnancy: George's termination of pregnancy rate of 0.9 per cent per 1 000 live births is slightly higher than the District's at 0.5 per cent.

Overall, just over half of the indicators for child and maternal health have improved in the last year which reflects that George is making progress towards reaching its health targets. The concerns are with regards to its maternal mortality ratio and its malnutrition rate which has increased sharply in the last year.

2.18 POVERTY HEADCOUNT AND INTENSITY

The poverty headcount show that the number of poor people within the George municipal area decreased from 3.3 per cent of the population in 2011 to 1.5 per cent in 2016. The decreasing poverty headcount is positive as it means less strain on municipal financial resources.

Area	Poverty Headcount (Percentage)		Poverty Intensity (Percentage)	
	2011	2016	2011	2016
George	3.3	1.5	42.6	40.4
Eden District	3.9	2.2	42.2	40.5
Western Cape	3.6	2.7	42.6	40.1

The intensity of poverty, i.e. the proportion of poor people that are below the poverty line within the George municipal area, decreased from 42.6 per cent in 2011 to 40.4 per cent in 2016. However, this percentage is still high and should be moving towards zero as income of more households within the George municipal area moves away from the poverty line.

2.19 HOUSEHOLD INCOME

The annual income for households living within the George municipal area is divided into three categories, i.e. the proportion of people that fall within the low, middle and high income brackets. Poor households fall under the low income bracket, which ranges from no

income to just over R50 000 annually (R4 166 per month). An increase in living standards can be evidenced by a rising number of households entering the middle and high income brackets.

Amount (2016)	Eden District	George	
No income	13.4	12.5	Low income
R1 – R6 327	2.8	2.6	
R6 328 – R12 653	4.4	4.4	
R12 654 – R25 306	14.3	13.1	
R25 307 – R50 6013	19.8	19.4	
R50 614 – R101 225	16.9	17.3	Middle Income
R101 226 – R202 450	12.0	12.6	
R202 451 – R404 901	9.0	9.7	
R404 902 – R809 802	5.1	6.0	High income
R809 803 – R1 619 604	1.5	1.7	
R1 619 605 – R3 239 208	0.5	0.5	
R3 239 209 or more	0.3	0.3	

Approximately 52 per cent of households in George fall within the low income bracket, of which 12.5 per cent have no income. A sustained increase in economic growth within the George municipal area is needed if the 2030 NDP income target of R110 000 per person per annum is to be achieved.

2.20 INDIGENT HOUSEHOLDS

The Non-Financial Census of Municipalities released by Statistics South Africa in 2016 indicates increases or decreases of indigent households per municipal area between 2014 and 2015.

Area	2014	2015	Change
George	16 365	10 245	-6 120
Eden District	41 357	44 222	2 865
Western Cape	413 259	360 238	-53 021

The George municipal area experienced a significant decrease in the number of indigents (6 120) between 2014 and 2015, which implies a reduced burden on municipal resources.

2.21 ACCESS TO WATER



SERVICE STANDARD DEFINITION: Households with access to piped water inside the dwelling or yard or within 200 metres from yard.

Area	2011	2016	% Change
Eden District	160 253	183 441	14.5
George	52 250	61 625	17.9

Statistics South Africa estimates the number of households in the municipal area at 53 551 in 2011 and 62 722 in 2016. The biggest source of water in George in 2016 was piped water inside their dwelling/yard/or within 200 metres. Access to piped water for these categories increased by 17.9 per cent from 52 250 households in 2011 to 61 625 households in 2016 and increased by 14.5 per cent across the District over the same period.

2.22 ACCESS TO ELECTRICITY



SERVICE STANDARD DEFINITION: Households with access to electricity as primary source of energy for lighting purposes.

Area	2011	2016	% Change
Eden District	149 435	181 973	21.8
George	48 737	61 313	25.8

The biggest source of energy for lighting purposes in the George municipal area in 2016 was electricity whilst 2.2 per cent of households make use of other sources of energy. Access to electricity for lighting purposes improved by 25.8 per cent from 48 737 households in 2011 to 61 313 households in 2016 and increased by 21.8 per cent across the District over the same period.

2.23 ACCESS TO SANITATION

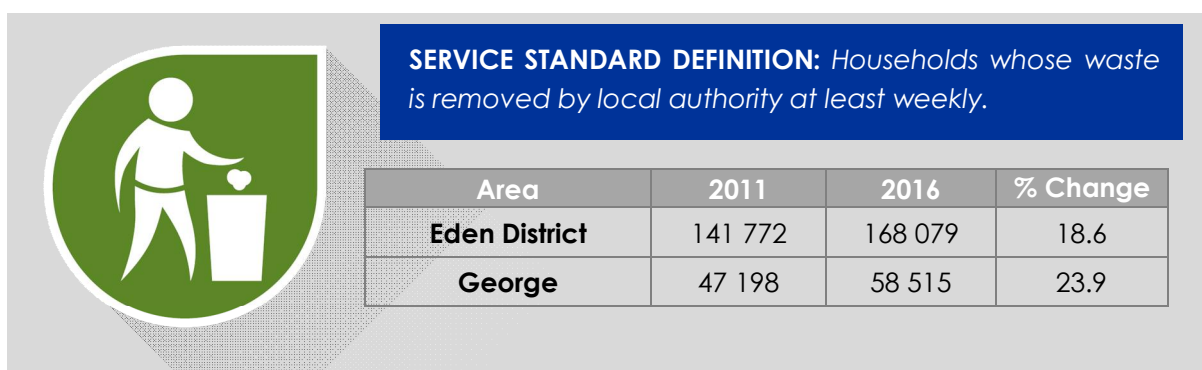


SERVICE STANDARD DEFINITION: Households with access to flush toilet connected to sewerage system.

Area	2011	2016	% Change
Eden District	140 751	178 646	26.9
George	47 441	59 838	26.1

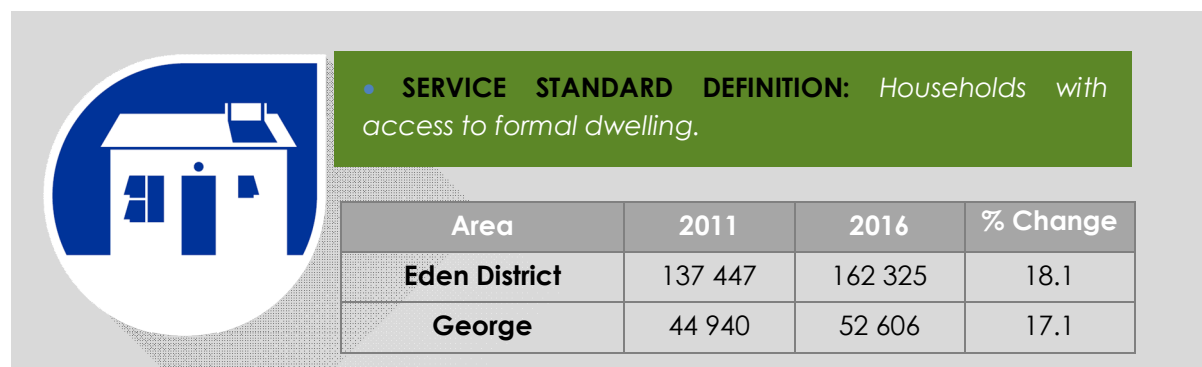
The biggest source of sanitation was access to flush toilets connected to a sewerage system whilst only 4.6 per cent of households make use of other sources of other sanitation. Access to flush toilets connected to a sewerage system improved by 26.1 per cent from 47 441 households in 2011 to 59 838 households in 2016. Further improvement was witnessed at District level which recorded a 26.9 per cent shift across the District over the same period.

2.24 ACCESS TO REFUSE REMOVAL




The majority of households in George have their refuse removed by the local authority weekly (93.3 per cent) and a further 3.9 per cent of households have their refuse removed by the local authority/private company less often. Refuse removed by local authority once a week increased by 23.9 per cent from 47 198 households in 2011 to 58 515 households in 2016 and by 18.6 per cent across the District over the same period.

2.25 ACCESS TO HOUSING



The majority of households within the George area reside in formal dwellings (84 per cent) whilst 16.0 per cent of the households reside either in informal, traditional and/or other dwellings in 2016. Access to formal dwellings increased by 17.1 per cent from 44 940 households in 2011 to 52 606 households in 2016 and by 18.1 per cent across the District over the same period.

2.26 MURDER




Area	2015	2016	% Change
Eden District (per 100 000)	26	33	27.6
George (per 100 000)	25	32	29.4

Definition: Murder is a social contact crime resulting in the loss of life of the victim, but excludes cases where the loss of life occurred as a result of a response to a crime, for example self-defence.

The cases of reported murder (per 100 000 population) within the George area increased by 29.4 per cent from 25 in 2015 to 32 in 2016. The Eden District is no exception, with the number of murders increasing by 27.6 per cent from 26 in 2015 to 33 in 2016. George's murder rate (per 100 000 population) of 32 is therefore relatively equal to the Eden District's 33.

2.27 SEXUAL OFFENCES



Area	2015	2016	% Change
Eden District (per 100 000)	169	152	-9.7
George (per 100 000)	243	174	-28.5

Definition: Sexual offences includes rape (updated to the new definition of rape to provide for the inclusion of male rape), sex work, pornography, public indecency and human trafficking.

In 2016, there were 174 sexual crimes recorded in the George area compared to 243 the previous year which results in a 28.5 per cent decrease. Although sexual cases within the Eden District decreased by 9.7 per cent from 169 in 2015 to 152 in 2016, it remains very high. George's sexual related crime rate per 100 000 population of 174 is higher than the District average of 152.

2.28 DRUG-RELATED CRIMES



Area	2015	2016	% Change
Eden District (per 100 000)	1 529	1 584	3.6
George (per 100 000)	1 422	1 435	0.9

Definition: *Drug-related crimes refers to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs. This is a crime detected through police activity rather than reports by members of the public.*

Drug-related crimes has a severe negative impact on human development by degrading the quality of life as it infiltrates all aspects of society including families, health, the work environment and the economy. Drug-related crimes within the George area increased slightly by 0.9 per cent from 1 422 in 2015 to 1 435 in 2016. Incidence of drug-related crimes in the Eden District increased by 3.6 per cent from 1 529 in 2015 to 1 584 in 2016. Drug-related crimes – possession, manufacturing, distribution of illegal substances (including alcohol related transgressions) – in George in 2016 (1 435) is however less than the District average of 1 584.

2.29 DRIVING UNDER THE INFLUENCE




Area	2015	2016	% Change
Eden District (per 100 000)	254	247	-2.9
George (per 100 000)	266	269	1.4

Driving under the influence (DUI): *DUI refers to a situation where the driver of a vehicle is found to be over the legal blood alcohol limit. This is a crime detected through police activity rather than reports by members of the public.*

The number of cases of driving under the influence of alcohol or drugs increased in the George area. In 2016, 266 incidences were dealt with in the George area compared to 269 in 2015. However, the cases of driving under the influence of drugs and alcohol in the Eden District decreased by 2.9 per cent from 254 in 2015 to 247 in 2016. At 269 incidences per 100 000 people, cases of driving under the influence of drugs and alcohol in George exceeds that of Eden District.

2.30 RESIDENTIAL BURGLARIES



Area	2015	2016	% Change
Eden District (per 100 000)	951	978	2.9
George (per 100 000)	819	883	7.8

Definition: Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.

Given its regular occurrence and the psychological impact on victims, residential burglaries are an obstinate concern in South Africa. The cases of residential burglaries within the George area increased by 7.8 per cent from 819 in 2015 to 883 in 2016. The Eden District is no exception, with residential burglaries increasing by 2.9 per cent from 951 in 2015 to 978 in 2016. In 2016, George's residential burglaries related crime rate of 883 per 100 000 population is significantly below that of the District.

2.31 PRIMARY SECTOR

2.31.1 Agriculture, Forestry and Fishing

This industry comprised R535.9 million (or 4.5 per cent) of the Municipality's GDP in 2015. It displayed modest growth of 2.2 per cent for the period 2005 - 2015, but growth has nevertheless contracted in the post-recessionary period (the sector experienced contraction of 0.5 per cent over the period 2010 - 2015). Agriculture, forestry and fishing employed 9.0 per cent of the municipality's workforce. Employment growth over the period 2005 - 2015 has contracted by 2.1 per cent per annum on average. Employment picked up significantly after the recession and grew at a rate of 3.4 per cent per annum on average since 2010. On net employment, 2 017 jobs have been lost since 2005 - not all of the jobs lost prior to and during the recession have been recovered.

The labour force in the primary sector is characterised by a relatively large proportion of low-skilled labour. The majority (54.9 per cent or 3 936 workers) of the workforce in agriculture, forestry and fishing operate within the low-skill sector, which has experienced a contraction of 2.9 per cent since 2005, but nevertheless grew by 3.2 per cent per annum over the post-recession period (2010 - 2015). The semi-skilled sector employs 1 669 workers and the sector has contracted at a rate of 2.3 per cent per annum since 2005, but did experience a notable recovery of 3.7 per cent per annum over the post-recession period term (2010 - 2015). The skilled sector employs the smallest proportion of the industry's workforce (5.7 per cent or 409 workers). This segment has shown robust growth post-recession (5.4 per cent per annum), with a 0.6 per cent per annum contraction over the long term (2005 - 2015). The informal sector makes up 16.2 per cent of the industry's workforce and was the only sector to experience long term growth (albeit marginal) as employment grew by 1.3 per cent per annum over the period 2005 - 2015. Informal employment within the agriculture, forestry and fishing industry furthermore experienced robust growth of 3.4 per cent per annum since 2010.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R535.9 million	2.2%	-0.5%
Employment		7 173	-2.1%	3.4%
Skill Levels	Skilled	409	-0.6%	5.4%
	Semi-skilled	1 669	-2.3%	3.7%
	Low-skilled	3 936	-2.9%	3.2%
	Informal	1 159	1.3%	3.4%

2.32 SECONDARY SECTOR

2.32.1 Manufacturing

The manufacturing industry comprised R1.676 billion (or 14.2 per cent) of the Municipality's GDP in 2015. The industry has experienced growth of 3.3 per cent per annum on average over the period 2005 – 2015. GDP growth in the latter half of the decade (3.0 per cent for period 2010 – 2015) was on par with the long term trend for the industry and the overall municipal GDP growth rate (3.0 per cent) over the period under review as the sector manages to recover after the recession. The manufacturing industry employed 8.7 per cent of the Municipality's workforce. Employment dropped by 480 jobs over the past decade contracting at 0.2 per cent per annum over the period 2005 – 2015. Employment has nevertheless remained at a similar level in the post-recessionary period, contracting at 0.1 per cent per annum.

A disproportionately large number of workers employed in the manufacturing sector are classified as semi-skilled (39.7 per cent) and low-skilled (23.6 per cent). Only 22.5 per cent of those employed in the manufacturing sector are categorised as skilled whilst 14.2 per cent of the workforce operate within the informal sector. This sector has experienced meaningful employment growth in the post-recessionary period at 2.3 per cent.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R1.676 billion	3.3%	3.0%
Employment		6 943	-0.2%	-0.1%
Skill Levels	Skilled	1 562	2.0%	1.6%
	Semi-skilled	2 756	-1.4%	-1.4%

	Low--skilled	1 641	-0.8%	-0.7%
	Informal	984	2.1%	2.3%

2.32.2 Construction

The construction industry comprised R497.8 million (or 4.2 per cent) of the Municipality's GDP in 2015, making it the fifth largest sector in the region. Construction has nevertheless witnessed robust growth since 2005, with growth averaging 4.7 per cent per annum. GDP growth has nevertheless slowed since the recession and grew by 0.6 per cent over the period 2010 – 2015 as the industry struggles to fully recover after the recession and consequently struggles to maintain its position as fastest growing industry.

The construction industry employed only 7.7 per cent of the Municipality's workforce. Employment in the Municipality's construction industry has expanded by 746 jobs or 2.5 per cent per annum since 2005. However, subdued growth of 1.3 per cent per annum has been witnessed over the period 2010 – 2015.

The majority (50.0 per cent or 3 046) of the workers employed in the construction industry operate within the informal sector. Employment growth within this sector has been consistently high since 2005 (7.9 per cent). *Low-skilled* employment makes up 14.3 per cent and *semi-skilled* employment makes up 27.4 per cent of the workforce in the construction industry, and both sectors have been experiencing contractions prior to, and after the recession. Workers employed in these sectors who have lost their jobs may have found employment in the informal sector. Skilled employment makes up only 8.2 per cent of the construction industry's workforce, and has experienced measured growth rate over the past decade, with growth picking up slightly since 2010.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R497.8 million	4.7%	0.6%
Employment		6 086	2.5%	1.3%
Skill Levels	Skilled	502	3.1%	1.1%
	Semi-skilled	1 670	-1.0%	-2.9%
	Low-skilled	868	-1.9%	-4.3%
	Informal	3 046	7.9%	6.9%

2.33 TERTIARY SECTOR

2.33.1 Commercial Services

Commercial services encompass the wholesale & retail trade, catering & accommodation, transport, storage & communication and finance, insurance, real estate & business services industries. This sector comprised R7.144 billion (or 60.2 per cent) of the Municipality's GDP in 2015 (the largest sector in the region). The industry grew steadily over the period 2005 – 2015 – 4.9 per cent per annum compared to the overall municipal average of 3.9 per cent. The sector displayed sluggishness in the post-recessionary period continuing to grow at a rate of 4.0 per cent per annum on average. This sector employed 51.8 per cent of the Municipality's workforce (making it the largest employer).

Employment has shown moderate growth throughout the past decade recording a 3.9 per cent growth rate per annum. Employment growth has not maintained this trajectory, tapering off to 2.5 per cent over the period 2010 – 2015 as the sector remains on par with the sluggish growth across other industries in the Municipality post-recession (overall municipal employment growth averaged 2.0 per cent per annum over this period). The commercial services industry has created 12 408 jobs on net since 2005. A large proportion (29.3 per cent) of the industry's workforce are classified as *semi-skilled*, while 11.0 per cent are classified as *low-skilled* and 23.3 per cent are classified as *skilled*. The *low-skilled/semi-skilled/skilled* workforce has shown moderate growth both prior to and post-recession. Informal employment within the Commercial services industry makes up 36.4 per cent of the industries workforce and has experienced robust growth of 10.7 per cent per annum since 2005, and lower but still strong growth of 4.7 per cent per annum over the last 5 years.

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R7.144 billion	4.9%	4.0%
Employment		41 176	3.9%	2.5%
Skill Levels	Skilled	9 579	3.1%	2.8%
	Semi-skilled	12 075	0.9%	0.7%
	Low-skilled	4 515	1.0%	0.7%
	Informal	15 007	10.7%	4.7%

2.33.2 Government and Community, Social and Personal Services

The general government & community, social and personal services is relatively small, comprising only 14.5 per cent or R1.714 billion of the Municipality's overall GDP in 2015. The industry experienced GDP growth of 2.5 per cent over the period 2005 – 2015 and marginally decreased to a rate of 2.0 per cent per annum since 2010. The industry however employs a noteworthy share (22.4 per cent) of the Municipality's workforce and its employment growth over the period 2005 – 2015 averaged 2.6 per cent per annum. Employment growth has tapered off somewhat to 1.8 per cent since the recession.

The majority (30.1 per cent) of the industry's workforce are classified as *low-skilled*, while 22.3 per cent falls within the *semi-skilled* category and 28.0 per cent are classified as *skilled*. Employment in the *skilled* category grew moderately at 1.9 per cent over the period 2005 - 2015 overall, and has slowed slightly since 2010 recording a figure of 1.6 per cent. *Semi-skilled* employment grew at a rate of 1.5 per cent per annum since 2005. The sluggish

growth has persisted in the post-recessionary period at 1.2 per cent. Employment growth among the *low-skilled* workforce grew by 0.1 per cent for the period 2005 – 2015. The informal sector employed only 19.6 per cent of the industries workforce, but grew at a rate of 15.6 per cent per annum over the period 2005 – 2015 (this growth nevertheless stemming from a small base).

GDP		2015	Trend 2005 – 2015	Recovery 2010 – 2015
		R1.714 billion	2.5%	2.0%
Employment		17 802	2.6%	1.8%
Skill Levels	Skilled	4 977	1.9%	1.6%
	Semi-skilled	3 973	1.5%	1.2%
	Low-skilled	5 362	0.1%	-0.4%
	Informal	3 490	15.6%	7.9%

3.1 INTRODUCTION

Performance management is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP. The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget. This chapter aims to provide an analysis of the institutional arrangements at George Municipality, its financial position and service delivery performance.

3.2 INSTITUTIONAL

The following section focuses on the factors contributing to the sustainability of the municipality ranging from continuity of the prevailing political environment and the internal capacity of the municipality, particularly in relation to personnel and the systems used within the municipality.

3.2.1 Council

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. The council's role is to debate issues publicly and to facilitate political debate and discussion. The council plays a very active role in the operations of the Municipality. Apart from their functions as decision-makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

The Executive Mayor of the Municipality, Alderman M Naik, assisted by the Executive Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The portfolios assigned to the members of the Executive Mayoral Committee are as follows:

Name of member	Capacity
M G Naik	Executive Mayor
G Pretorius	Executive Deputy Mayor – Corporate Services
I C Kritzing	Speaker of Council
B M Cornelius	Human Settlements
G J Stander	Civil Engineering Services
E P de Villiers	Human Resources & Electrotechnical Services
M Viljoen	Environmental Affairs & Sport
C H Noble	Safety & Security
M Draghoender	Community Development & Libraries
G C Niehaus	Planning
E Bussack	Rural Development
D L Cronje	Finance
A D Willemse	Strategic Services

3.2.2 Management

All Senior Management positions have been filled (see Administrative Arm of the George Municipality on page 4 of this document).

3.2.3 Staff Complement

The George Municipality currently employs 978 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resource service that addresses both skills development and an administrative function.

3.2.4 Vacancy Rate

The approved staff establishment/ organogram for the municipality had 1 932 posts for the 2015/16 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. 954 Posts were vacant at the end of 2015/2016, resulting in a vacancy rate of 49.38%.

Below is a table that indicates the number of posts filled and vacancies within the municipality:

Per Post Level		
Post Level	Filled & Funded	Vacant
Top Management	6	3
Senior Management	4	2
Middle Management	54	28
Skilled	289	207
Semi-Skilled	402	461
Unskilled	223	253
Total	978	954
Per Functional Level		
Functional Area	Filled & Funded	Vacant
Office of the Municipal Manager	24	31
Financial Services	111	49
Corporate Services	78	106
Human Settlements, Land Affairs & Planning	70	58
Community Services	285	301
Electro Technical Services	131	131
Civil Engineering Services	279	278
Total	978	954

3.2.5 Skills development

The municipality is committed to developing the skills of the human resource capacity and therefore prepares a Workplace Skills Plan annually. The municipality will complete the implementation of a staff performance management system for all staff and the performance plans will be aligned with the strategic objectives and the TASK job functions. Training and skills development gaps will be identified and the training plans will focus on the needs identified.

3.2.6 Municipal policies and service-delivery improvement plans

The municipality has the following policies, service-delivery improvement plans and systems to support the workforce in delivering on the strategic objectives:

Name of policy	Date approved/ revised
Appointment Policy	29 August 2012
Acting Policy	29 November 2012
Overtime Policy	29 November 2012
Placement Policy	29 November 2012
Succession and Career Path Policy	29 November 2012
Training and Development Policy	29 November 2012
Scarce Skills and Staff Retention Policy	March 2008
Experiential Policy	29 November 2012

Name of policy	Date approved/ revised
Internal Bursary Policy	March 2010
External Bursary Policy	March 2010
Personal Protective Equipment Policy	29 November 2012
Motor Vehicle Policy	29 August 2012
Outdoor advertising by-law	25 May 2012
Water and sanitation by-law	21 January 2011
Delegation of power	25 January 2012
Tariff	Being reviewed as part of the IDP and Budget process
Virement	Being reviewed as part of the IDP and Budget process
Property rates	Being reviewed as part of the IDP and Budget process
Indigent	Being reviewed as part of the IDP and Budget process
Customer care	Being reviewed as part of the IDP and Budget process
Credit control	Being reviewed as part of the IDP and Budget process
Debt collection	Being reviewed as part of the IDP and Budget process

It is Council's intention to develop a schedule of all policies and by-laws that will indicate a rotation plan for reviewing all policies and by-laws. This process will assist the municipality to be developmental and innovative in doing business. The systems are continuously updated to ensure that they support the administration.

3.3 FINANCIAL PERFORMANCE (MUNICIPALITY)

This section will be included in the final document in May 2017.

3.4 MUNICIPAL PERFORMANCE

An institutional performance review of the current status provides information pertaining to the current status service needs, highlights and challenges. The information provides valuable insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area, and is reported on the 2015/2016 Annual Report of George Municipality. Some of the highlights mentioned in the report, include:

Highlight	Description
Training and Development	<p>George Municipality was the first municipality in the Western Cape that received a National Treasury internships grant to train and develop local technical graduates in the fields of Electrical Engineering and Civil Engineering.</p> <p>Seven electrical and mechanical graduates from George and six civil engineering graduates have been employed as interns by George Municipality.</p> <p>Over 20 MISA Apprentices are receiving practical training at the George Municipality</p> <p>30 Municipal officials received bursaries from the LG Seta towards study in the Diploma Public Accountability.</p> <p>Eight (8) people received external bursaries. One (1) municipal official received an internal bursary.</p> <p>The George Municipality trained 142 officials for the financial year.</p>
Municipal Standard Chart of Accounts (MSCOA)	Budgeting the mSCOA way – projects etc.
Thusong Service Centres	<p>Thusong Service Centres (TSCs)), formerly known as Multi-Purpose Community Centres were introduced by government to serve as one-stop service centres providing integrated and essential services and information to communities close to where they live as part of a comprehensive strategy to better the lives of the surrounding communities. These centres were established as hubs of development and communication based on Batho Pele values and principles.</p> <p>The Western Cape Provincial Government started around June 2011 consulting local authorities on taking over the management of these facilities from the Department of Social Development. Meanwhile it was concluded that the management of the Thusong programme would reside within the Service Delivery Integration Directorate within the</p>

Highlight	Description
	<p>Department of Local Government.</p> <p>Thusong Service Centres within the George municipal boundaries affected by the above process being the Thembaletu and Waboomskraal Thusong Service Centres.</p> <p>After quite a lengthy consultation process between the Department of Local Government and local municipalities, Council of George Municipality eventually (May 04, 2012) resolved to take over (implementation from 01 October 2012) the Thembaletu Thusong Service Centre based on certain conditions.</p> <p>The withdrawal of Waboomskraal Thusong Service Centre from the above process was due to various challenges (e.g. political interferences, land ownership, clarity regarding partnerships, etc.) that was identified amongst local community representatives and former / founder members related to the original erection and funding of the facility. The Department of Local Government later also withdrew from the consultation process at a stage when these factions could not resolve their disputes.</p> <p>Meanwhile services to the local farming community were severely affected to the extent that the Office of the Premier had to intervene. The Office of the Mayor was then requested to restore the affected services and also to assist resolving the challenges at hand.</p> <p>After yet another round of consultation processes between Department of Local Government, the local council (represented by Mr P Noble) and all relevant role players the takeover process was eventually back on track for negotiations to be taken to the next level. Eventually the two main stakeholders being the Waboomskraal Community Forum (representing the local farmers and farm workers) and the South African Hop Farms Pty Ltd (current owners of the property on which the facility was build) agreed in principle that the property and buildings be ceded to the Council of George Municipality as per official agreement.</p> <p>The above decision would pave the way for finalize arrangements for take over the operational and infrastructural responsibilities of the Waboomskraal Thusong Service Centre.</p> <p>COUNCIL RESOLUTION : 11 NOVEMEBR 2016</p> <p>On 11 November 2016 Council resolved to take over the Waboomskraal Thusong Service Centre.</p>

Highlight	Description
	Currently arrangements are put in place for Council to effectively take over the Waboomskraal Thusong Service Centre as from 01 July 2017 on conditions basically already agreed to by all parties involved.
Scholar Patrol Competition – October 2015	Schools were invited to participate in a scholar patrol competition
Upgrading of the Junior Traffic Training Centre	Resealing and marking of the Junior Traffic Training Centre
Education of pedestrians	Addressed in Road Safety awareness campaigns

The key challenges as reflected below were considered during the compilation of the IDP. These key challenges were extracted from the 2015/2016 Annual Report and are summarised in the tables below:

Challenge	Challenge
Staff shortages	The shortage of technical staff within the electro technical and civil engineering department remains a challenge and leads to service delivery constraints, high overtime costs and unnecessary electricity outage costs, persons acting in positions for which they are not necessarily qualified.
Vegetation control in order to minimise power outages	The vegetation control section on the organogram has never been considered for funding to fill the vacant position.
Eskom Load shedding	<p>The ability of Eskom to provide sufficient electricity to the municipality during peak periods remains a problem. Various energy saving methods have been introduced and requests are regularly made to our consumers to reduce load. The municipal load control system that is used to switch off geysers during peak periods is used extensively to reduce the possibility of load shedding.</p> <p>Potential sewage spills due to pump station shutdowns remains a concern and back-up generators need to be provided at major pump station and where spillage can cause a serious health hazard</p>
Loss of electricity sales	The availability and affordability of electricity has become one of the most debated subjects due to Eskom's load shedding and the abnormally high Eskom increases that are carried over to municipal consumers. The loss in income from the sale of electricity and the effect of load shedding has had an enormous impact on the economy of the city and the country. Many consumers are moving to other forms of energy and are even considering generating their own renewable electricity.
Illegal Connections	The illegal connections in the informal areas in Thembaletu remain a challenge. The residents want an electricity supply and reconnect immediately after connections have been removed. The connections cause tripping of the power supply and this

Challenge	Challenge
	causes tension in the community. The only long term solution is to provide the informal areas with electricity.
Funding	Grant funds are required to electrify the informal areas in Thembaletu and other housing projects. The MIG grant funding to provide water and sewer bulk services required to accommodate low cost housing development is totally inadequate. This is delaying the implementation of low cost housing development, and subsequently affects service delivery.
Vandalism of Water and Sewer Pump station	Higher security locking systems to replace current devices and improved enclosures for vulnerable substations are being implemented. A reward system whereby R2 500 is paid out to any person who offers information on vandalism and theft of municipal assets and which information leads to the successful conviction of the perpetrator in a court of law has been introduced. The co-operation between the Electro technical Department and the SAPS is also excellent and we have achieved number successes together.
Vandalism of electrical installations.	Vandalism of municipal assets is an on-going challenge and traditional deterrents are not effective anymore. More expensive detection equipment must be installed together with reactive options.
Financial constraints	The inadequate allocation of funding to provide for infrastructure to accommodate housing needs and meet the bulk infrastructure requirements for the poor.
Capacity	Lack of human resource capacity to meet the increasing demands for service delivery as the city of George grows, the inclusion of the DMA area, a general decline in personnel numbers over the years and scarce skills.
Go George	The implementation and management of new municipal service, along with the additional scarce skills and capacity required.
PPPFA	The introduction of the PPPFA policy has caused significant delays in project implementation, resulting in the withdrawal of national and provincial funding by Human Settlements. This is a very serious threat to service delivery and the municipality's reputation.
Fleet Management	Municipal vehicles and plant are not always looked after by drivers and Management as they should and vehicle abuse is increasing.
Lack of Funding for Replacement Vehicles	Approximately 55% of the current municipal fleet is older than 12 years. Funding is provided for the purchase of new vehicles but seldom for replacement of old existing vehicles.
Vehicle Monitoring	A vehicle control room and dispatch service must be implemented to improve service delivery and vehicle control as well as decrease over time costs.
Small Scale Embedded Generation	The desire by developers and property owners to include small scale embedded generation (SSEG) at residential, commercial and industrial sites requires additional skilled human resource capacity within the Electro-technical Department. The inclusion of these SSEG installations within the George network will not only

Challenge	Challenge
	<p>have a financial implication on the council's income, but the safety risk to municipal staff and the public is severely increased if these installations are not properly managed and inspected.</p> <p>Greater awareness to the general public is required with regards to these types of installations and the business process within the Electro-technical department must be established and managed. All of which need additional staff.</p>
66kV and 11kV Oil Switchgear	<p>A number of 66kV OSM10 oil filled Circuit Breakers and 11kV oil filled switchgear must be replaced with respectively new 66kV gas filled circuit breakers and with 11kV gas filled or vacuum circuit breakers. The limited budget allowed for this replacement work greatly increases the financial risks to George Municipality due to unforeseen outages. But most of all the old equipment presents a risk to person and property. In some instances the gear also minimise the flexibility of the network operations.</p> <p>Staff is increasingly hesitant to operate the aged equipment. Without providing sufficient funds for replacing this old equipment George Municipality is at risk of omitting their legal duty to provide and maintain, as far as reasonably practicable, a working environment that is safe and without risk as stipulated in the Occupational Health and Safety Act, 85 of 1993.</p> <p>The oil filled equipment is also a hazard to the environment.</p>

3.5 INTERGOVERNMENTAL RELATIONS

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. These relationships can assist in enhancing Government's services to the communities of George.

The Municipality has delegated officials and councillors to the following forums:

Forum	Frequency	Responsibility
Municipal Managers Forum	Quarterly	Municipal Manager
SALGA Working Groups	Quarterly	Director and portfolio councillor specific to working group
District Coordinating Forum	Quarterly	Mayor
Premiers Coordinating Forum	Quarterly	Mayor
Provincial and District Managers IDP Forums	Quarterly	Municipal Manager – IDP
Disaster Management Forum	Quarterly	Community Services
Human Resources Forum	Quarterly	Corporate Services
Legal Advisors Forum	Quarterly	Corporate Services
Environmental Health Forum	Quarterly	Community Services
Local Economic Development Forum	Quarterly	Economic Development

3.6 ACCOUNTABILITY AND TRANSPARENCY

This section speaks directly to George Council's Strategic Objective 2: Good Governance in George and is aligned with Province's objective of building the best-run regional government in the world. It is further aligned with National Government Outcome 12, namely an efficient, effective and development-oriented public service and empowered, fair and inclusive citizenship.

George Municipality as with all municipalities in South Africa adopted the King Code of Governance Principles for South Africa 2009 (King III) as its primary governance principles. King III is considered one of the best codes of governance worldwide, and has broadened the scope of governance into one where the core philosophy revolves around leadership, sustainability and ethical corporate citizenship. The MSA requires municipalities to provide its communities with information concerning municipal governance, management and development. Such accountability requires that all ward committees are fully functional and open to the public; all tenders are publicly advertised, effective functioning of the municipal committee on public accounts (MPAC). To maintain an independent, effective an Internal Audit Manager has been appointed in 2011 which is a significant contributor to governance within the municipality. A 3 year rolling audit plan has been approved and results of audits are communicated to the various levels of management, including executive directors and the Municipal Manager, as well as to other assurance providers and the Audit Committee.

To maintain a positive perception of the municipality and confidence in the municipality from the public and stakeholders, risk management process are in place, with quarterly risk management assessments and reporting.

Council adopted the Anti-Corruption & Anti-Fraud Strategy together with Whistle blowing policy on the 25th of February 2015 to ensure fraud and corruption are promptly addressed.

To ensure financial prudence, with clean audits by the Auditor-General the George Municipality obtain clean audit report for all four consecutive year including a clean audit report for the 2011/12 financial year.

3.7 EFFECTIVENESS AND EFFICIENCY OF LOCAL GOVERNMENT

This section speaks directly to George Council's Strategic Goal 3: SG3 – Affordable Quality Services and is aligned with Province's objectives of increasing access to safe and efficient transport, increasing wellness in the province, developing integrated and sustainable human settlements, mainstreaming sustainability, optimising efficient resource use, poverty reduction, and integrating service delivery for maximum impact. It is also aligned with the following National Government Outcome 9.

To contribute towards this Delivery Agreement for Outcome 9, George has adopted the following objectives.

Infrastructure and effective service delivery

Objectives;

- a) To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts.
- b) To identify and access grant funding for prioritised capital projects
- c) To ensure proper asset management by providing sufficient funding and operating capacity for maintenance of existing infrastructure
- d) To explore and implement measures to preserve resources and ensure sustainable development.
- e) To focus on the new wards (DMA) as a priority area for service delivery for the rural areas which are relevant to their unique environment.

Waste-water management

Objectives;

- a) To provide and maintain safe and sustainable sanitation management and infrastructure
- b) Accelerated delivery in addressing sanitation backlogs
- c) To provide basic services to informal settlements that comply with the minimum standards
- d) To enhance the quality of sanitation;
- b) Accelerated delivery in addressing sanitation backlogs
- c) To provide basic services to informal settlements that comply with the minimum standards
- d) To enhance the quality of sanitation

Water

Objectives;

- a) To provide world-class water services in George to promote development and fulfil basic needs
- b) To provide basic services to informal settlements that comply with the minimum standards
- c) To improve service-delivery practices

Electricity

Objectives;

- a) To provide sufficient electricity for basic needs
- b) To promote additional energy-saving initiatives
- c) To provide basic services to informal settlements to comply with the minimum standards
- d) To improve service-delivery practices.

Housing

Objectives;

- a) To provide for the needs of the homeless by providing safe integrated human settlements
- b) To investigate the need, feasibility, desirability and location issues regarding rural housing delivery.
- c) To accelerate delivery in addressing housing
- d) To increase GAP Housing

Waste Management

Objectives;

- a) To provide an integrated waste-management service for the total municipal area
- b) To provide basic services to informal settlements that comply with the minimum standards
- c) To build on current recycling initiatives and secure a meaningful reduction in waste levels
- d) To maintain and improve on Blue and Green drop status in water and sewage services by the retaining of capacity and the further improvement of capacity.

- e) To build on the current waste co-operative governance relationship

Environmental sustainability and safety

- a) To ensure that maintenance and cleaning within the physical environment remains of the highest standard
- b) To ensure the development of a desirable and quality living environment that fosters the safety and welfare of the community concerned, preserves the natural and cultural environment, and does not impact negatively on existing rights.
- c) To develop a focused strategy on greening the city
- d) To increase the roll-out and maintenance of street lights for improved safety
- e) To provide an effective and efficient law-enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life.

CHAPTER 4

Development Strategies

4.1 INTRODUCTION

Strategic Planning is central to the long-term sustainable management of a municipality. In this regard, the municipality has to prepare a 5-year IDP to serve as a framework for all development and investment decisions within the municipal area. This plan must include (and inform in subsequent years) decisions regarding, *inter alia*, the following:

- The annual budget of the municipality
- The budgets and investment programmes of all sector departments (national and provincial) which implement projects or provide services within the municipality
- The business plans of the municipality
- Land-use management decisions
- Economic promotion measures
- The municipality's organisational set-up and management systems, and
- The monitoring and performance management system.

Consequently, the Municipality is a major role-player regarding development planning in the municipal area. It is at this level of government where people's needs and priorities, together with local conditions, have to be considered and linked with national guidelines and sectoral specifics to ensure appropriate projects and programmes. In this context, the development strategies of George Municipality are crafted to ensure that efforts are focused on delivering the expected outcomes of the local development mandate.

This chapter sets out the strategic development thrust of the Municipality for the current term of Council.

4.2 MUNICIPAL VISION, MISSION, STRATEGIC GOALS AND ORGANISATIONAL VALUES

The Executive Mayoral Committee through the Executive Mayoral Lekgotla embarked on a critical review of Council plans and strategies which resulted in a number of outcomes to be implemented as part of the new five-year IDP. The municipal vision, mission, strategic goals and organisational values constitute *inter alia* the key drivers of the George Municipality's IDP. The Executive Mayoral Lekgotla has in principle confirmed that the strategic focus of its predecessor will be retained. Subsequently, an opportunity was created for the members of the IDP and Budget Steering Committee to provide their comments on possible amendments. However, those that responded have reaffirmed Council's strategic focus. The strategic thrust of George Municipality is diagrammatically represented below:



4.3 STRATEGIC GOALS AND PRIORITIES

As a municipality that is committed to enhance the characteristics of a developmental state, the following objectives, priorities, strategies and outcomes have been developed to address the challenges identified during the IDP development process. The agreed-upon strategic objectives are linked to service areas and departmental objectives. This information will be used in the IDP implementation plan (iMAP) to finalise the predetermined objectives (PDO) and align them with the municipal budget and performance system.

The **Top Institutional Risks** identified by the Municipality during the risks analysis have also been considered during the development of the departmental objectives.

In the following tables, the alignment of the five strategic goals of the municipality with higher-order developmental frameworks is summarised.

Strategic Goal	SG1 – Develop & Grow George
The Challenge	<p>The following challenges have an impact on growing George:</p> <ul style="list-style-type: none"> • Revitalising the Central Business District • Job creation through the Expanded Public Works Programme (EPWP)
Full Description	<p>In order to grow the local economy of George, the Municipality has to create an enabling environment which will attract investment into the area. This will stimulate economic activity and result in new business sales and job creation to alleviate poverty. The aim is to ensure that an annual growth rate of 8% is achieved. It is just as important to focus on retaining and expanding established businesses in the George Municipal area. This will be done through business retention and expansion strategies. In order for the economy to grow it is essential that the correct infrastructure is in place to accommodate current and new business activities. Therefore infrastructure investment has to be a primary focus for the next 10 to 15 years. The leading sectors, such as the Finance and Business services sector, need to be stimulated to ensure that George is a regional services hub in the Garden Route and Klein Karoo area. Sector strategies need to be developed to ensure economic stimulation to promote agro-processing which is linked to the manufacturing sector as well as tourism development specifically for the sports and business tourism industry. Due to the importance of the educational facilities such as NMMU and South Cape College, education needs to be seen as a priority in terms of future growth potential of the municipal area. George is also becoming an important role-player in the green industry relating to solar energy and other green industries which promote clean manufacturing principles. This provides an opportunity for George to become a national benchmark.</p>
Outcome / Impact	<ol style="list-style-type: none"> 1 The annual growth rate of 8% is achieved 2 The environment is conducive for economic development
Strategic Risks	Increasing indigents and poverty
Priority	Economic Development
Municipal Function	All, but Strategic Services being the key driver
Departmental Objectives	<ol style="list-style-type: none"> a) To create and facilitate an enabling environment for economic development in George b) To ensure the development of participatory, practically implementable economic development and business retention and expansion strategies. c) To ensure that industry support is focused on high-growth potential areas, with high job absorption ratios d) To leverage construction industry potential through strategic housing-related projects e) To focus on building a revitalised and interactive CBD through a City Improvement District f) To establish incubators, clusters and centres of excellence to contribute meaningfully to the demands of a growing economy g) Red-tape reduction at all administrative levels h) To maximise job creation opportunities through government expenditure (e.g. EPWP) i) To establish a Science Park j) To swap strategic land and buildings with other government departments to unlock economic potential. a) To promote George as a sports tourism and business destination. k) To identify an educational and research hub and to facilitate the

		continued growth of NMMU in George. l) To improve planning and regulatory frameworks to encourage job-creation.
Alignment with National and Provincial Strategies		
Sphere	Ref	Description
National KPA	NKPA2 NKPA3 NKPA4	Municipal Transformation and Institutional Development Local Economic Development Municipal Financial Management and Viability
National Outcome	NO1 NO4 NO5 NO7	Improved quality of basic education Decent employment through inclusive economic growth An effective, competitive and responsive economic infrastructure network Vibrant, equitable and sustainable rural communities with food security for all
National Development Plan (2030)	NDP1 NDP4 NDP9 NDP13 NDP17 NDP18 NDP20 NDP23 NDP25 NDP26	Economy and employment: An economy that will create more jobs through the implementation of Public Employment Programmes Economic Infrastructure: The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user friendly, less environmentally damaging, cheaper and integrated or seamless. Environmental sustainability and resilience: By 2030, an economy-wide carbon price should be entrenched. Transforming human settlements: Strong and efficient spatial planning system, well integrated across the spheres of government. Transforming human settlements: More people working closer to their work-places and work-places closer to dense, urban townships. Improving education, training and innovation: Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from an early age and receive appropriate emotional, cognitive and physical development stimulation. Improving education, training and innovation: Produce 30 000 artisans per year. Social Protection: Provide income support to the unemployed through various active labour-market initiatives such as public works programmes, training and skills development, and other labour market related incentives. Building a capable and developmental state: A state that is capable of playing a developmental and transformative role. Building a capable and developmental state: Staff at all levels has the authority, experience, competence and support they need to do their jobs.
Provincial Strategic Goals	PSG1 PSG2 PSG3 PSG4 PSG5	Create opportunities for growth and jobs Improve education outcomes and opportunities for youth development Increase wellness, safety and tackle social ills Enable a resilient, sustainable, quality and inclusive living environment

Strategic Goal	SG2 – Safe, Clean and Green		
The Challenge	<p>The following challenges have an impact on keeping George safe and clean:</p> <ul style="list-style-type: none"> • Maintenance and cleaning of the physical environment. • Greening the city • Build on current recycling initiatives • Meaningful reduction in waste levels • Reduction of crime levels 		
Full Description	<p>One of the biggest assets which George possesses is a beautiful and safe living environment. The quality of lifestyle which is offered in the George area is a key selling factor to attract investment. It is essential that efforts are made which will ensure that George is kept clean by ensuring that on-going efforts are made to employ more unskilled labour using the EPWP programme to clean the CBD and various other areas which are of strategic importance. This also relates to environmental protection and rehabilitation of rivers and beaches etc. In order to keep George safe it is essential that security and policing staff and resources are increased which will ensure that crime rates remain low and that more efficient policing is done in all areas – areas that include public places such as schools and low-income areas where the most vulnerable citizens reside.</p>		
Outcome / Impact	George is kept safe, clean and green		
Strategic Risks	None		
Priority	Waste Management		
Municipal Function	Community Services		
Departmental Objectives	<p>a) To provide an integrated waste-management service for the total municipal area</p> <p>b) To provide basic services to informal settlements that comply with the minimum standards</p> <p>c) To build on current recycling initiatives and secure a meaningful reduction in waste levels</p> <p>d) To maintain and improve on Blue and Green drop status in water and sewage services by the retaining of capacity and the further improvement of capacity.</p> <p>e) To build on the current waste co-operative governance relationship</p>		
Priority	Environmental sustainability and safety		
Municipal Function	Community Services		
Departmental Objectives	<p>a) To ensure that maintenance and cleaning within the physical environment remains of the highest standard</p> <p>b) To ensure the development of a desirable and quality living environment that fosters the safety and welfare of the community concerned, preserves the natural and cultural environment, and does not impact negatively on existing rights.</p> <p>c) To develop a focused strategy on greening the city</p> <p>d) To increase the roll-out and maintenance of street lights for improved safety</p> <p>e) To provide an effective and efficient law-enforcement and emergency service to all the communities of George in our quest to protect and promote the fundamental rights of life.</p>		
Alignment with National and Provincial Strategies			
Sphere	<table> <tr> <th data-bbox="336 1993 448 2016">Ref</th><th data-bbox="453 1993 1465 2016">Description</th></tr> </table>	Ref	Description
Ref	Description		

National KPA	NKPA1 NKPA2	Basic Service Delivery Municipal Transformation and Institutional Development
National Outcome	NO2 NO3 NO10 NO11	A long and healthy life for all South Africans All people in South Africa are and feel safe Environmental assets and natural resources that are well protected and continually enhanced Create a better South Africa and contribute to a better and safer Africa and world
National Development Plan (2030)	NDP7 NDP8 NDP9 NDP10 NDP11 NDP21 NDP22 NDP24	Environmental sustainability and resilience: A target for the amount of land and oceans under protection (presently about 7.9 million hectares of land, 848kms of coastline and 4 172 square kilometres of ocean are protected). Environmental sustainability and resilience: Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025. Environmental sustainability and resilience: Zero emission building standards by 2030. Environmental sustainability and resilience: Absolute reductions in the total volume of waste disposed to landfill each year. Environmental sustainability and resilience: Improved disaster preparedness for extreme climate events. Health Care for all, which is delivered by EDM and the provincial Health Dept. Social protection that includes proper nutrition for children, skills development and all people, especially women and children, feel safe. Building safer communities: In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.
Provincial Strategic Objective	PSG3 PSG4 PSG5	Increase wellness, safety & tackle social ills Enable resilient, sustainable, quality & inclusive living environment Embed good governance & integrated service delivery through partnerships and spatial alignment

Strategic Goal	SG3 – Affordable quality services
The Challenge	<p>The following challenges have an impact on the delivery of services:</p> <ul style="list-style-type: none"> • Service-delivery backlogs (e.g. shortage of electricity, water etc.) • Provision of low-cost housing and GAP housing. • Integrated Public Transport Network • Grant funding for prioritized capital projects • Improve the condition of roads • Availability of funds
Full Description	<p>It is essential that all citizens in George have access to basic services as provided by local government. Access to basic services by all citizens should be 100%. All service-delivery constraints need to be mitigated. It is also essential that the municipality ensures that strategic measures are in place to manage risk areas for service delivery such as shortage of electricity and water, and that the green industry is stimulated to increase recycling practices and water- and electricity-saving practices are encouraged. Service delivery also needs to be improved with regard to low-cost housing and the provision of GAP housing. The Council needs to make land available for developers to ensure that more affordable housing is made available as the demand for housing is still much more than the supply especially for the low income earning population.</p>
Outcome / Impact	<ol style="list-style-type: none"> 1 All citizens have access to basic services. 2 All service-delivery constraints mitigated 3 Green industry is stimulated by increased recycling practices 4 Improved water and electricity practices 5 Housing opportunities are increased 6 Improved quality of service-delivery standards
Strategic Risks	<p>Inadequate standards of service delivery Maintenance of infrastructure Inefficient investment in capital expenditure</p>
Priority	Waste-water management
Municipal Function	Civil Engineering Services
Departmental Objectives	<ol style="list-style-type: none"> a) To provide and maintain safe and sustainable sanitation management and infrastructure b) Accelerated delivery in addressing sanitation backlogs c) To provide basic services to informal settlements that comply with the minimum standards d) To enhance the quality of sanitation
Priority	Water
Municipal Function	Civil Engineering Services
Departmental Objectives	<ol style="list-style-type: none"> a) To provide world-class water services in George to promote development and fulfil basic needs b) To provide basic services to informal settlements that comply with the minimum standards c) To improve service-delivery practices
Priority	Integrated road transport network and storm water
Municipal	Civil Engineering Services

Function:		
Departmental Objectives	a) To provide world-class transport routes and functional streets safe for all modes of transport b) To implement an Integrated Public Transport Network that will serve the communities of George c) To endeavour to improve the road-resealing project to such an extent that potholes are prevented altogether. d) To provide a reliable storm-water network to George	
Priority	Electricity	
Municipal Function	Electro-Technical Services	
Departmental Objectives	a) To provide sufficient electricity for basic needs b) To promote additional energy-saving initiatives c) To provide basic services to informal settlements to comply with the minimum standards d) To improve service-delivery practices	
Priority	Housing	
Municipal Function	Human Settlements, Planning and Land Affairs	
Departmental Objectives	a) To provide for the needs of the homeless by providing safe integrated human settlements b) To investigate the need, feasibility, desirability and location issues regarding rural housing delivery. c) To accelerate delivery in addressing housing d) To increase GAP Housing	
Priority	Infrastructure and effective service delivery	
Municipal Function	Civil Engineering Services	
Departmental Objectives	a) To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts. b) To identify and access grant funding for prioritised capital projects c) To ensure proper asset management by providing sufficient funding and operating capacity for maintenance of existing infrastructure d) To explore and implement measures to preserve resources and ensure sustainable development. e) To focus on the new wards (DMA) as a priority area for service delivery for the rural areas which are relevant to their unique environment.	
Alignment with National and Provincial Strategies		
Sphere	Ref	Description
National KPA	NKPA1	Basic service delivery
National Outcome	NO6 NO8	An efficient, competitive and responsive economic infrastructure network Sustainable human settlements and improved quality of household life
National Development Plan (2030)	NDP2 NDP3	Economic Infrastructure: The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest. Economic Infrastructure: Ensure that all people have access to

	NDP6	clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.
	NDP9	Environmental sustainability and resilience: A set of indicators for natural resources, accompanied by publication of annual reports on the health of identified resources to inform policy.
	NDP10	Environmental sustainability and resilience: By 2030, an economy-wide carbon price should be entrenched.
	NDP14	Environmental sustainability and resilience: Absolute reductions in the total volume of waste disposed to landfill each year.
	NDP15, 17	Transforming human settlements: Municipality to spatially enable the densification of cities to promote a better mix of human settlements
	NDP16	Transforming human settlements: More people working closer to their work-places and work-places closer to dense, urban townships.
	NDP25, 26	Transforming human settlements: Implementing a better public transport system
	NDP30	Building a capable and developmental state which includes competent and skilled staff with the State playing a developmental and transformative role.
		Nation-building and social cohesion: Improving public services and spaces as well as building integrated housing and sports facilities in communities to ensure sharing of common spaces across race and class.
Provincial Strategic Objective	PSG3 PSG5	Increase wellness Embed good governance & integrated service delivery through partnerships and spatial alignment

Strategic Goal	SG4 – Participative Partnerships
The Challenge	<p>The following challenges have an impact on participation in George:</p> <ul style="list-style-type: none"> • Increase public inputs in strategic decision-making • Increase partnerships with different stakeholders to strengthen the public-private partnerships in George • Bi-annual community satisfaction survey • Ward-Based planning in all wards
Full Description	<p>Ensure all members of public and organised business and other organisations have the opportunity to participate in the decision-making process. It is of the utmost importance that a culture of participation is nurtured. Therefore it is essential that a customer care system is in place with regard to a call centre. It is essential that the public and private sector organisations play a more active role in the decision-making process and a platform has to be established whereby public participation at various levels of government is a reality. Therefore partnerships need to be fostered at all levels of government. As part of this goal all public facilities such as community halls and multi-purpose centres need to be linked to strategic priorities where communities can be linked to government programmes using these facilities as a one-stop shop. They should be open 24/7 and linked via the telecommunications network to ensure that the public can engage with Government and have the opportunity to utilise the facilities in a more effective manner.</p>
Outcome / Impact	<ol style="list-style-type: none"> 1 Strategic decision influenced by public input 2 Effective internal and external communication in the Municipality

Strategic Risks	Dissatisfaction of the community	
Priority	Communication and participation	
Municipal Function	Municipal Manager	
Departmental Objectives	a) To establish a Call Centre and free hotline number b) To increase public inputs in strategic decision-making, using the participatory appraisal of competitive advantage (PACA) process c) To increase different partnerships with different stakeholders to strengthen the public private partnerships in George d) To revitalise the current community facilities to increase the access to services for the general public. e) To implement bi-annual community satisfaction poll f) To improve communication with citizens on plans, achievements, successes and actions g) To establish dedicated and knowledgeable service desks with time-bound response times to complaints h) To implement ward-based planning for each of the 25 wards in George LM. A monitoring and evaluation framework needs to be implemented to empower the ward committees to track the progress of the municipality with regard to the implementation of actions to meet the needs of each ward.	
Alignment with National and Provincial Strategies		
Sphere	Ref	Description
National KPA	NKPA5	Good Governance and Public Participation
National Outcome	NO12	An efficient, effective and developmentally orientated public service and an empowered, fair and inclusive citizenship
National Development Plan (2030)	NDP5 NDP12	Economic Infrastructure: competitively priced and widely available broadband Nation-building and social cohesion: Our vision is a society where opportunity is not determined by race or birth-right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.
	NDP19	Improving education, training and innovation: Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from an early age and receive appropriate emotional, cognitive and physical development stimulation.
	NDP27	Building a capable and developmental state: Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.
Provincial Strategic Objective	PSG4	Enable a resilient, sustainable, quality and inclusive living environment
	PSG5	Embed good governance & integrated service delivery through partnerships and spatial alignment

Strategic Goal	SG5 – Good Governance and Human Capital
The Challenge	The following challenges have an impact on good governance in George:

	<ul style="list-style-type: none"> • Comprehensive audit of operations, processes, duties and service-delivery standards of Directorates • Realignment of organisational structure to be more responsive to community needs • Ensure viable financial management and control • Implement the Long-Term Financial Plan • Functional structures and committees of Council
Full Description	<p>This objective is based on ensuring that good governance is key and free of corruption to ensure the city is run as effectively and efficiently as possible. The City should be managed as transparently as possible at all levels. This relates directly to the financial sustainability of the municipality. It is essential that financial discipline is adhered to in order to obtain clean audits from the Auditor General. The financial sustainability also needs to incorporate financial planning for future revenue streams and ways to increase the business activity in the city without increasing the tax burden which deters economic growth. Strategic planning needs to be done in order to find the correct ways to attract and retain business without over-burdening the current tax base. The second important priority for this objective is to establish a municipal organisation which is productive, based on the correct skills level and human resource capacity in all the departments. The focus should be on performance per department with regard to specific KPIs linked to the IDP to ensure that the departments' output is strategic in nature. The report-back system with regard to departmental progress should be redesigned to ensure that the public is able to monitor and evaluate the progress being made with regard to the IDP projects and programmes.</p>
Outcome / Impact	<ol style="list-style-type: none"> 1 Administration is corruption free 2 The municipal environment is financially viable 3 Clean audit status is maintained 4 Municipality is performance driven
Strategic Risks	<p>Financial viability Deficiencies in staff skills and capacity Poor levels in compliance Weaknesses in governance and accountability Failure and non-integration of IT systems</p>
Priority	Budget and Treasury
Municipal Function	Financial Services
Departmental Objectives	<ol style="list-style-type: none"> a) To develop mechanisms to ensure viable financial management and control b) To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate c) To re-align expenditure on non-income producing and support services d) To improve contracts management, specifically to address financial implications e) To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner
Priority	Effective internal service delivery
Municipal Function	All municipal functions
Departmental Objectives	<ol style="list-style-type: none"> a) To ensure proper asset management by implementing standard asset management operating procedures b) To realign the organisational structure to be more responsive to community needs, more service and efficiency orientated and to fulfil the goals identified in the 5-year plan

	c) To maximise the use of technology to improve service delivery d) To ensure that municipal staff are efficient, effective and responsive. e) To boost internal capacity by starting a graduates programme and employing students graduating from universities who are seeking first-time employment at a much lower remuneration cost for each department. Also utilise interns in the different departments by requesting financial support from Eden District Municipality which subsidises half of the interns' salaries.	
Priority	Integrated Development Planning and Performance Management	
Municipal Function	Municipal Manager	
Departmental Objectives	a) To ensure effective integrated development planning and performance management in the municipality b) To implement a ranking and rating system for all new capital projects to support the strategic objectives and priorities of Council and communities. c) To implement Performance Management system with realistic stretch target setting in each department	
Priority	Risk Management	
Municipal Function	Municipal Manager	
Departmental Objectives	a) To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified b) To take all possible steps to ensure that the municipality is clean and corruption free. c) To conduct a full audit of operations, processes, duties and service-delivery standards of departments to address risk areas and promote effectiveness.	
Alignment with National and Provincial Strategies		
Sphere	Ref	Description
National KPA	NKPA5	Good Governance and Public Participation
National Outcome	NO9 NO12	A responsive, accountable, effective and efficient local government system An efficient, effective and developmentally orientated public service and an empowered, fair and inclusive citizenship
National Development Plan (2030)	NDP6 NDP28 NDP29	Environmental sustainability and resilience: A set of indicators for natural resources, accompanied by publication of annual reports on the health of identified resources to inform policy. Building a capable and developmental state which includes competent and skilled staff and that the relationship between the spheres of government improves and is managed proactively. Fighting corruption: A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people.
Provincial Strategic Objective	PSG5	Embed good governance & integrated service delivery through partnerships and spatial alignment

4.4 PROJECT PRIORITISATION

Municipalities are responsible for delivering basic services to their communities in a way that is acceptable and in accordance with national requirements. The municipal assets need to be maintained and in certain instances new assets need to

be established to deliver to these requirements. Projects regarding the development and maintenance of assets are normally identified via infrastructure master planning, infrastructure development plans, maintenance plans and national programmes. Secondly, the municipality, during engagement with communities and key stakeholders, receives requests for various projects and programmes to uplift and develop the communities. These requests are reflected in Chapter 6.

The municipality needs to find financial and other assistance to implement all the capital projects and programmes and to meet the needs identified. It is understandable that municipalities do not have access to sufficient resources and it is therefore crucial to prioritise the allocation of secured funding to ensure that at least "immediate issues" are addressed. Such a prioritisation process is necessary to ensure growth of the Municipality and the municipal area as a whole but also to continue to delivering on its core service-delivery mandate – which also depends to a large extent on the availability of capital such as access to water, sanitation, electricity, refuse removal, roads, parks, community facilities, etc. It is also important to include priorities from communities at a ward level.

The IDP and Budget Steering Committee of the previous term expressed its support with respect to the adoption of a prioritisation model by Council. It is an imperative for the municipality to use a standardised prioritisation model in future budget cycles.

4.4.1 Capital programme and project prioritisation

This model is based on weights allocated to the strategic objectives discussed above and other approved criteria. The weight set per criteria varies from 100 to 5 based on the importance of the criteria set. The higher the weight, the more important the criteria. The projects and programme will therefore be prioritised, based on the total of the weights allocated to the selected criteria.

The categories in which the criteria will be grouped were carefully selected to ensure that the projects and programmes are prioritised in terms of the real needs and the risks that the municipality may face if the project or programme is not implemented. The criteria are:

- **IDP strategic objectives:** Council must develop and approve its strategy for its term of office and this strategy must be documented in the IDP. The strategy includes its vision, mission and strategic objectives. The strategic objectives approved must be aligned with the responsibilities of the municipality as per the Constitution of South Africa, the National Key Performance Areas, the National Development Plan, the National Outcomes, the Provincial Strategic Goals and the needs of the communities. Council should then be spending its energy on implementing its strategic objectives during its term of office. The capital projects/programmes identified, should be prioritised to ensure that they support this strategy of Council and the needs of the community.
- **Services master-plan objectives:** The master-plans for each of the municipal services identify key objectives for the respective services and a list of activities to ensure growth and to maintain the related assets. The services are prioritised in terms of the urgency to address the activities identified. The urgency is based on the risk that the service might collapse or deteriorate if not addressed.
- **Project dynamics:** The prioritisation of some of the projects for the IDP cycle in the Municipality, however, does not have to start from a zero-base. The

existing schedule of capital projects could consist of a mixture of roll-over committed projects, grant-funded projects, counter-funding commitments, and roll-over funding commitments and operational expenditure requirements. The above issues are considered to ensure that the momentum in delivering the capital programme is not disrupted.

- **Project consequence:** this category determines the consequence if the project/programme is not implemented.

The criteria and weights could be set for each of the above categories as follows:

- **IDP strategic goals:**

○ Affordable quality services	50
○ Good governance & human capital	40
○ Develop & grow George	30
○ Safe, clean & green	20
○ Participative partnerships	10

- **Services master-plan objectives:**

○ Electricity Services	50
○ Roads, Streets and storm water	45
○ Water Services	40
○ Housing	35
○ Sanitation	30
○ Waste Management	25
○ Road Infrastructure	20
○ Cemeteries	15
○ Parks and recreation	10
○ Community Safety	05

- **Project dynamics:**

○ Roll-over from previous years, incl. pre-committed projects	100
○ Grants/Donations to Council	100
○ Compulsory e.g. Legal Requirement	80
○ Maintenance of existing assets	70
○ Infrastructure LED growth	30
○ Sub-standard services	15

- **Project consequence:**

○ Catastrophic	50
○ Major	30
○ Moderate	15
○ Minor	10
○ Insignificant	05

Determine available financial resources

Unless there is a clear understanding and common agreement of the financial resources available to implement the capital projects and programmes prioritised, it is impossible to calibrate the prioritisation criteria appropriately. In

order to determine available financial resources, the following have to be certified annually:

- Committed projects with confirmed funding
- Grant-funded projects with gazetted/confirmed "in writing" funding
- Projects facing unforeseen delays, but that have to remain on the schedule for valid reasons
- Verification of the correct funding source to each project, as the prioritisation will also focus on municipality's own funding sources
- Confirmed counter-funding commitments
- Assessment of spending capability and project readiness within the respective financial year to spend the allocated amount.

4.5 CONSIDERATION OF SOME OF THE WARD NEEDS / PRIORITIES

It is understandable that certain needs identified in the wards will not be necessarily selected for implementation by following the above methodology – the reason being that these projects are often too small and not always relevant in terms of the prioritisation criteria set above. The smaller projects will be considered by the municipality during operational planning and included in Chapter 6.

CHAPTER 5

Municipal Sector Plans

5.1 INTRODUCTION

Sector plans focus primarily on the operational context of local government but must include municipal-wide dynamics and higher-order policies. With reference to the latter, alignment between all spheres of government is important in ensuring integration of programmes and maximum utilisation of available resources. This Chapter includes a summary of the sector plans. Copies of the full sector plans will be made available immediately after the tabling of this IDP document.

5.2 SECTOR PLANS

The following table includes a list of all municipal sector plans with; *inter alia*, a brief reference to the status of each:

NO.	SECTOR/ MASTER PLAN	DATE APPROVED	DATE REVIEWED/AMENDED	SUPPORT REQUIRED
1.	Human Settlements Plan	Not approved. To be submitted once alignment with SDF completed.	Plan to be amended/reviewed and to be aligned with the SDF and the IDP in view of the new Planning Legislation	PRT to liaise with the Consultant and the Spatial Planning Department
2.	Air Quality Management Plan	2013	N/A	N/A
3.	Disaster Management Plan	2016	N/A	
4.	Spatial Development Framework	Last SDF approved May 2013 and will be readopted along with new 5 year IDP.	Revision process has commenced and final revised SDF will be submitted for approval concurrently with the first IDP revision in May 2018.	Service provider to be appointed to assist with the revision and alignment of the SDF with new legislation.
5.	Waste Management Plan	2014	2 nd Generation	N/A
6.	Local Economic Development Strategy	April 2012	May 2017	Yes
7.	Water Services Development Plan	2014		
10.	Pavement Management System	2005		
11.	Storm Water Master Plan	2012		
12.	Integrated Transport Plan	2014		

NO.	SECTOR/ MASTER PLAN	DATE APPROVED	DATE REVIEWED/AMENDED	SUPPORT REQUIRED
13.	Solid Waste Implementation Plan	2014	2 ND Generation	N/A
14.	Electrical Master Plan	2010	Plan to be amended and reviewed and to be aligned with the SDF and the IDP. Tenders currently being evaluated. Work to commence in March 2017.	Suitable consultant/s to be appointed under tender ENG010/2016.
15.	Electrical Implementation Plan	2010	Plan to be amended and reviewed and to be aligned with the SDF and the IDP. Tenders currently being evaluated. Work to commence in March 2017.	Suitable consultant/s to be appointed under tender ENG010/2016.
20.	Infrastructure Growth Plan	2010	Plan to be amended and reviewed and to be aligned with the SDF and the IDP. Tenders currently being evaluated. Work to commence in March 2017.	Suitable consultant/s to be appointed under tender ENG010/2016.
21.	Workplace Skills Plan	2016/17 Implementation in progress 50% 2017/18 – due 30 April 2017		

5.2.1 Spatial Development Framework

The George Municipal Area

The Spatial Development Framework (SDF) for George Local Municipality presented in this report covers the municipality's 5 238 km² jurisdictional area, inclusive of the recently incorporated Wards 24 and 25 (i.e. the former Eden District Management Area). George Municipality now administers a vast and diverse geographic area that accommodates 193 672 people and extends from the dry and climatically extreme Little Karoo in the north, to the wetter more temperate Garden Route in the south.

Role of the Municipal SDF

Informed by the strategic direction taken by a Municipality's Integrated Development Plan, Municipal SDF's are meant to articulate a clear spatial vision for a municipality's urban and rural areas, and specify objectives and strategies to be implemented to realise this vision.

Previous work on the Municipal SDF

Over the period 2003 to 2009 six drafts of the George Municipal SDF were prepared. In 2009 the Built Environment Support Programme's review of the SDF established that: the recent severe downturn in George's economy was not factored in; important new biodiversity, infrastructure and rural development information is now available that also needs to be considered; external statutory authorities made limited input into the SDF; and documentation of the SDF in three separate volumes makes it inaccessible and difficult for users to understand the core argument on which its proposals are based.

The need for a new SDF

This SDF forms part of the land use planning and management system that George Municipality are introducing. Whilst the SDF provides guidelines for the development and conservation of land within the municipal area, it does not confer or take away land use rights.

Municipal Challenges

As the regional service centre of the Southern Cape and Klein Karoo, George is ranked second to Cape Town on the W Cape list of rankings of "Development Potential Index". Despite this potential, the municipal area is faced with serious challenges:

- *Economic:* Unemployment is entrenched, poverty pervasive, and the future of existing business is under threat. The challenge is to re-instil investor and consumer confidence by improving service delivery and creating an environment conducive to investment.
- *Social:* If it is to be 'a city for all reasons' George needs to offer all residents access to the services and facilities of city living. It also needs to ensure that those living outside George, in villages or on farms, also have access to basic

services and facilities. The challenge is to ensure that social investment not only addresses basic human needs, but also develops the human capital needed for a thriving and prosperous service economy.

- *Built Environment:* The challenge is promoting spatial transformation in the towns, villages and farms in the George municipal area, and providing humane and enabling living environments for all.
- *Natural Environment:* Notwithstanding the area's rich and varied natural capital, it remains a sensitive and vulnerable environment. The challenge is ensuring the on-going functioning of eco-system services, that climate change is taken seriously, and the Municipality's towns and rural areas are developed sustainably. Whilst the Municipality's natural assets and productive rural landscapes need to be safeguarded, they also need to be opened up to all – particularly those denied access in the apartheid era.

Spatial Perspective

The SDF is the spatial manifestation of the municipal development agenda. The spatial perspective provides the development context for the SDF with a planning Vision, Mission and Guiding Principles.

Spatial Development Objectives

The SDF details 5 development objectives, each with a Preamble, Problem Statement & General Policy Guidelines and specific Spatial Strategies.

These 5 Spatial Objectives are as follows:

- Restructuring and integrating the Dysfunctional Urban fabric, together with a public transport system and Urban Renewal interventions.
- Strengthening the Economic Vitality by enhancing the Regional and Local Space Economy, Strategic Developments to diversify and strengthen the Economy, Consolidating and reinforcing nodes of economic activity, and Infrastructure Services Provision.
- Creating Quality Living Environments through Sustainable Urban Growth Management, managing a hierarchy of City Activity Nodes, the use of Strategic vacant land to take up new development demand, the densification of Urban Areas, and the provision of Housing & Public Facilities.
- Safeguarding the Environmental Integrity and Assets by establishing a city-wide open space system and environmental corridors, maintaining the functionality of Critical Biodiversity Areas, applying the principles of the Spatial Planning Categories, mitigating against impacts of Climate Change, managing Visual landscapes and corridors as well as Heritage resources.
- Enhance the Rural Character and Livelihood by protecting the Productive Landscape, managing the Subdivision of Land and by enhancing the Rural Livelihood and promoting integrated rural development

Implementation

The SDF sets-out the Municipality's Human Settlements, Land Affairs and Planning Department's action agenda to take the SDF forward, including the roll-out of the new Integrated Zoning Scheme. The SDF also highlights linkages to complementary municipal programmes (e.g. housing, community facility provision, integrated public transport, bulk services augmentation, etc.), and specifies monitoring and evaluation measures.

Conclusion

The SDF gives spatial expression to the Municipality's service delivery and development agenda. It clarifies and directs development and management activities in its urban and rural areas, and aligns with national and provincial spatial policies. As such it establishes a credible spatial framework to replace the former statutory spatial plans impacting on the spatial structure of towns and villages within the George municipal boundaries.

5.2.2 Integrated Human Settlements Plan

The Human Settlements Plan is a multi-year plan for the municipality's housing sector that encompasses a high-level medium to long term (i.e. 20 year) strategy and a short term action plan for the establishment of integrated and sustainable human settlements. The HSP aims to create integrated settlements that provide meaningful livelihood opportunities for all residents by considering socio-economic and environmental opportunities. This includes the provision of services such as electricity, water, sanitation and access to transport and economic amenities. The HSP identifies what strategic interventions are required over the next 20 years, and then specifies how, where, when, by whom and the resource requirements for implementing priorities over the next 5 years. Based on priorities identified in the HSP, detailed implementation plans for specific projects are then drawn-up as a subsequent exercise.

The HSP plan addresses the following objectives:

- Housing demand;
- Delivery constraints and impacts;
- An appropriate response to these constraints;
- Co-ordination and alignment between housing strategies and policies from all spheres of government;
- Guidance on the identification, prioritisation and implementation of housing projects;

- The quality and quantity of housing to be delivered;
- Future budgetary requirements;
- Appropriate housing instruments/programmes, typologies and tenure options BNG and Isidima/WCSHSS principles, and
- Lessons from best practice in the district.

The HSP includes an overview of a programme for research and planning of housing developments and projections for the following 5-year budget cycle. Furthermore, an overarching strategy for the development and management of George Municipality's space-economy was prepared. The municipality's strategy for the development of integrated and sustainable human settlements presented 2 key themes. The development proposal focuses on densification of activity nodes and re-development of poorly serviced areas. This approach aims to strengthen socio-economic integration within the greater urban area.

The main obstacles to the provision of integrated sustainable human settlements are the funding challenges of the George Municipality with regard to the provision of bulk services and the lack of inexpensive vacant land. As the project cycle approach was used as a means to assess the state of readiness of the George Municipality to prepare and implement human settlement plans, specific tasks within each phase in the project cycle are highlighted below. The next step in the next phase will be for the Municipality to review, this assessment in order to confirm all tasks and areas requiring attention.

By engaging with different spheres of government and integrating the strategies of existing development plans, the Municipality will develop a strengthened and co-ordinated approach to human settlement planning.

The HSP suggests a key strategy being the investment in gap housing, rental stock and site-and-service sites. Since gap housing makes up 7,1% of the housing need, it is recommended that non-state funding is explored to increase the supply of rental stock and make it more affordable to those who do not qualify for full subsidies. It is important that capital contributions for these developments be reduced by at least 50% and these needs to be complimented by the municipality identifying *well-located* land for such developments, subject to a proportion of the project being developed for the gap market. In line with the State's Policy Framework, it is further suggested that the land be provided by the municipality at cost in order to produce an A-grade serviced site. A Council decision is required in order to render land for FLISP and GAP project affordable.

5.2.3 Electrical Master Plan

The supply of electricity and security lighting in all areas of George is a priority, but Thembaletu is receiving the highest priority. There are almost 5 000 informal houses in Thembaletu without electricity. We are in the process of formalising the area through the so called UISP (Upgrading of Informal settlement Programme). Residents are given a serviced stand (roads, water, sewerage etc.) on which they erect their own informal dwelling. The Municipality also assists them with a roof for the structure. Electricity can only be provided as and when the Department of Energy (DoE) provides grant funding. This process will take a number of years to complete. Please note that these 4 500 new connections will use more electricity than the entire Wilderness, and the bulk electricity supply to Thembaletu will have to be upgraded to accommodate this growth. A master plan has been completed for the supply of electricity in Thembaletu.

The Electricity Master Plan is currently under review.

5.2.4 Air Quality Management Plan²

An Air Quality Management Plan (AQMP) must be compiled for a municipality in compliance with the requirements of the Air Quality Act, 2004 (Act 39 of 2004) and the National framework. As the George Municipality falls within the municipal area of the Eden District Municipality (EDM), it is imperative that the municipal AQMP must be fully compatible and aligned with the district municipality's plan.

In this regard, the George Municipality will pursue the vision and mission as described in the district AQMP within context of the following nine objectives:

- Objective 1: Set Air Quality Goals
- Objective 2: Set Up Air Quality Management System
- Objective 3: Carry Out Risk Assessments
- Objective 4: Assess and Select Control Measures
- Objective 5: Implementation of Intervention and Monitoring Effectiveness
- Objective 6: Revise Air Quality Goals
- Objective 7: Integrate the AQMP into the IDP
- Objective 8: Compliance Monitoring
- Objective 9: Review the Air Quality Management Plan

Effective air quality management depends heavily on the availability of suitably skilled and experienced human resources to carry out the many specialised tasks required and real information is needed before any management steps can be carried out. In this regard, it is recommended that George executes its air quality management obligation in close co-operation with Eden's Air Quality Officer. Following this approach will provide the best co-operative approach to air quality management in the George region.

² George Municipality, Air Quality Management Plan, Final Report No. EDM01/13/3 rev 2, July 2013.

5.2.5 George Municipality Disaster Management Policy Framework

The George Municipality Disaster Management coordinating committee must establish and implement a policy framework for Disaster Management in the Municipality aimed at ensuring an integrated and common approach to disaster management in its area. Individual. Departments will be responsible for the compilation and maintenance of their own Departmental Disaster Management Plans. Departmental plans will be considered as integral parts of the Corporate Disaster Management Plan.

Risk Profile

Risk and vulnerabilities will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities. In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the George Municipal Area.

- Fire Risk
- Natural phenomena
- Technology
- Mass events
- Transport
- Service utility
- Environmental threats
- Health

Communities in informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or hazards also exposes other communities to risks.

In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP.

Objectives

- To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.

- To constantly and orderly identify risks and emergency or potential disaster situations relating to the George Municipality and to evaluate the possible consequences.
- To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible.
- To develop and implement a training process that involves the acquisition of skills, understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.
- To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.
- To develop and implement a risk mitigation plan to effectively deal with potential losses.

The Municipality Disaster Management Committee

It is the responsibility of the Disaster Management Committee to ensure the compilation and maintenance of a corporate disaster management policy by the Municipality, as well as the relevant supportive hazard specific plans.

The Disaster Management Committee shall be responsible to make recommendations for changes that are considered appropriate and the verification of the required support documents, resources, training, and facilities to ensure that the plan is maintained.

The DMC will also have the responsibility of assigning project teams to address specific risks and develop risk-specific plans (see risk mitigation project team)

The DMC will be activated through the Disaster Response Procedure.

Joint Operational Centre/Emergency Control Centre

The Joint Operational Centre/Emergency Control Centre will consist of the following:

Internal:

- Municipal Manager
- Disaster Manager
- Portfolio Councilor(s)
- Director Community Services
- Director Technical and Civil Services

- Director Electro Technical Services
- Director Corporate Services
- Director Financial Services
- Director Human Settlements, Land Affairs and Planning

Other expertise may be co-opted taking into account the specific hazard and or risk probabilities.

External Bodies:

- Eden Disaster Management Center
- Emergency Medical Services
- SAPS
- Governmental Departments
- Representatives from other bodies as required
- Other expertise may be co-opted taking into account the specific hazard and or risk probabilities. (Refer to the responsibilities of departments: Operational Procedures).

Emergency Control Centre/Joint Operational Centre

- The JOC/ECC team will be responsible to assess, evaluate and co-ordinate all actions in all the phases of the incident. Each line function will be responsible for the implementation of its own departmental disaster plan but the JOC/ECC team will ensure co-ordination and support between departments and external bodies.

Operational

- Oversee operational approach and ensure it is in line with the corporate strategy.
- The ECC/JOC will be convened and chaired by the Municipal Manager or Head of the Centre at a suitable facility.
- From any direct hazard or risk the ECC/JOC will be activated through the Disaster Response Procedure.

Risk Mitigation Project Teams

Project teams can be convened to address specific risk-mitigation issues during the post-disaster recovery and rehabilitation phase or the pre-disaster risk reduction and preparedness phase. Such a team will determine its terms of reference and deliverables in consultation with Disaster Management Committee (DMC), and will be responsible to plan, manage and complete multi-disciplinary projects.

The DMC will ensure that project teams are convened and maintained to address risk-specific disaster management plans, such as plans for emergencies, flooding, oil spills and other transport disasters, hazardous materials incidents or mass events. Policies, plans and procedures that address efficient incident management and inter disciplinary co-operation during incidents are included in this category of plans. The input of specialist advisers in the various fields must be obtained on an ongoing basis.

In the recovery and rehabilitation phase, these project teams will take over responsibility once the ECC Management Team is demobilized and/or in cases where recovery and rehabilitation takes place over extended periods.

A project team under a line function can be convened to take responsibility for activities that address the casual factors of a disaster/incident. Such teams will receive a brief from and report back to the Disaster Manager, and work in close co-operation with the DMC.

The ECC/JOC under the direction of the DMC must, when activated and during any response and relief operations perform the following functions.

Disaster Management center objectives

In order for the Disaster Management Centre JOC and Disaster Management Committee to perform their tasks effectively it must ensure that the following actions take place.

Pre-Disaster Risk

Data collection and verification collection

- Risk assessment in the area of jurisdiction.
- Assessing capacity of the Municipality to implement emergency response actions.
- Formulate plans and projects to reduce risk.

Role of NGOs

- Preparedness.
- Prevention.
- Mitigation.
- Education/Awareness.
- Infrastructure.

- Safe Operational.
- Environment.
- Volunteers.

Pre-disaster Response

- Integrating risk management programmes with the IDP.
- To maintain risk specific safety infrastructure and plans.
- To establish disaster prevention programmes that focus on the most vulnerable communities and endeavor to support sustainable livelihoods.
- To design a programme in support of fire protection and prevention in the rural areas.
- To refine disaster loss tracking and to establish a culture of scientific risk research.
- Determination of the exact causal factors for hazard manifestation leading to disastrous consequences.
- Securing of sufficient finance.
- To establish and maintain multi-disciplinary co-operation and co-operative partnerships.
- To establish pro-active media liaison and rapid response to media enquiries.
- To contribute to preventive and reactive management strategies for the HIV/AIDS pandemic.
- Education and awareness programmes.

Response during emergencies or disasters

- Resources/deployment/rapid relief/health and legal aspects.
- Assessing risks in the immediate emergency area.
- Assessing risks to the remainder of the areas.

Recovery and rehabilitation phase

- Ensure a return to normal functioning of affected communities as soon as possible.
- Disaster prevention or mitigation through risk elimination or reduction.

Disaster management and risk reduction principles must be applied throughout these phases.

Factors regarding administrative execution

- Maintain records of communications, decisions, actions and expenditures.
- Determine emergency area(s) and sites.
- Decide on emergency measures and priorities.
- Assess impact.
- Request emergency partner assistance / invoke mutual aid agreements.
- Close public buildings.
- Issue public warnings, orders and instructions.
- Protect the health and safety of emergency responders.
- Ensure an acceptable level of emergency services for the Municipalities outlying area(s).
- Prepare lists of fatalities, casualties and missing persons.
- Prepare lists of destroyed and damaged properties.
- Co-ordinate response with ministries through Disaster Management Center.
- Identify persons/organisations to contribute to emergency response.
- Provide information to the media for dissemination to the affected population(s) and the general public.
- Co-ordinate information for public release with emergency partner's communications staff.
- Respond to inquiries from the media, public.
- Identify target audiences for post – emergency communications.
- Identify persons/organisations to contribute to post-emergency reports/debriefings and submit information for payment of invoices.

5.3 PLANNING INTEGRATION

The sector plans are all inter-linked and aligned with each other. The following diagram illustrates how the various master/strategic plans are inter-linked.

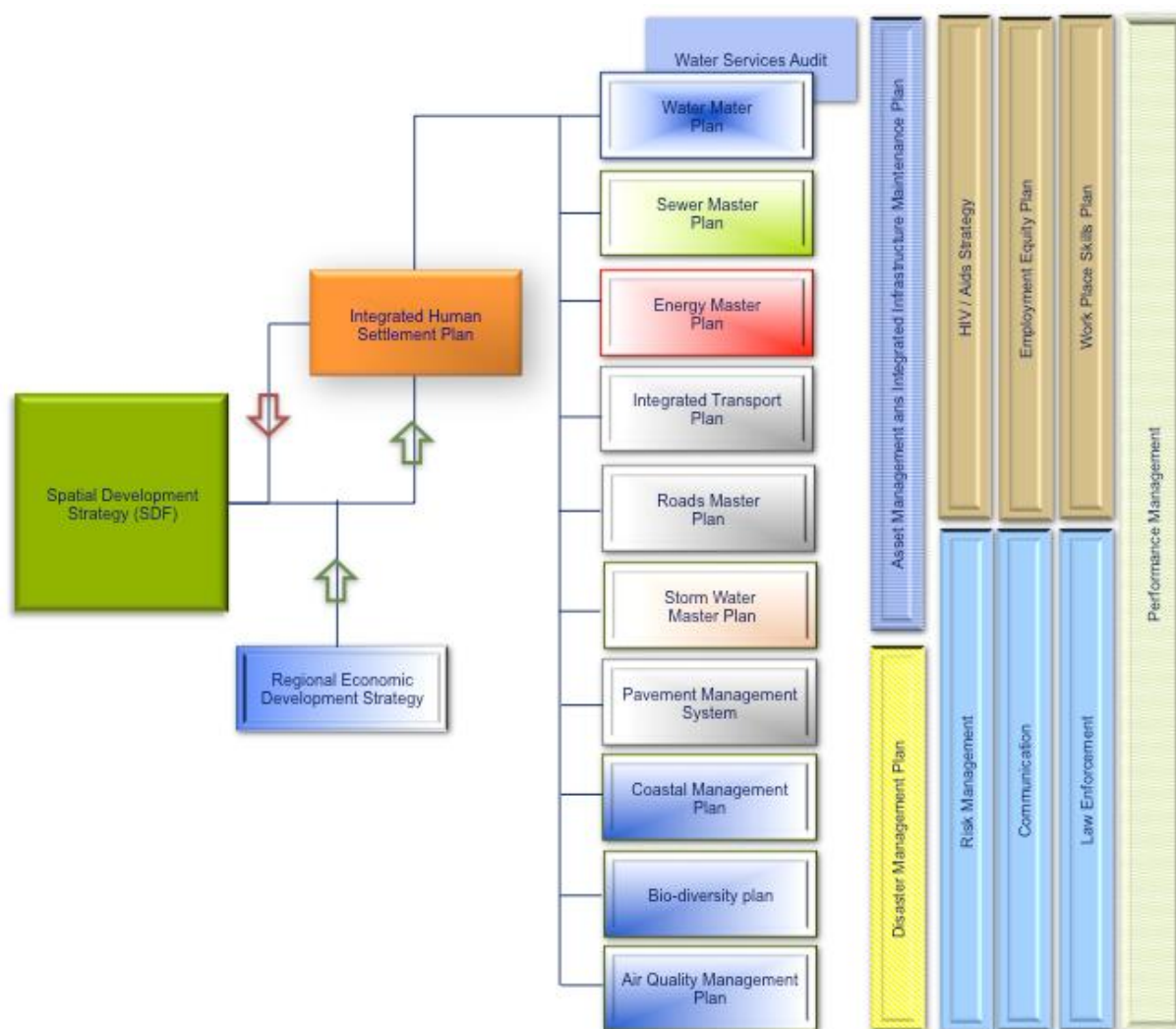


Figure 5.1: Integrated sector planning

The sector plans discussed in the 2012-2017 IDP document, are not attached to this review. The actions identified in each of the master plans / strategic documents have been considered and will be included in the iMAP. Once the IDP and the Budget for the 2017/2018 financial year has been adopted by Council, the iMAP will be linked to the budget and performance management of the municipality.

CHAPTER 6

Ward Based Planning

6.1 INTRODUCTION

The IDP process is all about determining stakeholder and community needs and priorities as informants to future state intervention. These needs and priorities are then documented and considered as part of operational output, i.e. service delivery, in order to improve the quality of life of residents within the municipal area.

This chapter focuses on the input received from the stakeholders during these engagements. The input, i.e. issues raised, were refined and prioritised as informants of the budget and development priorities of the municipality.

The wards include the following geographical areas:

Ward	Description
Ward 1	Blanco : Die Rus, Golden Valley, Heather Park (Portion), Houtbosch, Riverlea
Ward 2	Denneoord (Portion), Fernridge
Ward 3	Die Bult, Glen Barrie, Heather Park (Portion), Heatherlands, King George Park, Kingswood Golf Estate Phase 1, Sport Park
Ward 4	Hoekwil, Kleinkrantz, Kleinkrantz Farms, Pine Dew, Touwsrante, Wilderness, Wilderness Heights, The Dunes, Drie Valleyen (Portion)
Ward 5	Le Vallia, Protea Park (Portion), Bergsig (George East, Bo-dorp (Portion), Lorie Park)
Ward 6	Protea Park (Portion), Rosemoore, Urbansville
Ward 7	Ballotsview (Portion), Lawaaiikamp, Maraiskamp
Ward 8	Ballotsview, Parkdene
Ward 9	Thembaletu : Zone 4, Zone 7, Zone 8 (Portion)
Ward 10	Thembaletu : Zone 6
Ward 11	Thembaletu : Zone 3 (Portion), Zone 5 (Portion), Zone 4 (Portion), Garden Route East, Glenwood, Kaaimans, Kraaibosch 195, Kraaibosch Manor and Estate, Saasveld, Victoria Bay, Blue Mountain, Boven Lange Valley 189 (Portion), Duiwerivier, Outeniqua Berg (East) and West, Dieprivier 178, New Melsetter 178, Avontuur 166, Woodville Farms, Barbiers Kraal 156, Kaaimans, Far Hills Hotel, Ballots Bay (Portion), Garden Route Mall, Drie Valleyen 186 (Portion), Sandkraal 197 (Portion)
Ward 12	Thembaletu : Zone 8 (Portion), Zone 9 (Portion)
Ward 13	Thembaletu : Zones 1, 2 and 3, Zone 4 (Portion), Zone 8 (Portion), Zone 9 (Portion)
Ward 14	Rosedale, Ou Pacaltsdorp (Portion)

Ward	Description
Ward 15	Themba lethu : Zone 9 (Portion), whole of Nompumelelo
Ward 16	Andersonville, New Dawn Park, Smartie Town
Ward 17	Convent Gardens, Conville, George Industrial (Portion), Mollenrivierrif, Rosemoore (Portion), Tamsui
Ward 18	Denneoord (Portion), Denver, Eden, Genevafontein, Loeie Park, Outeniqua Berge (West), Panorama, Tweerivieren
Ward 19	Central Business District, Dormehlsdrift, George South
Ward 20	Borchards, Steinhoff Industrial Park
Ward 21	Themba lethu : Zone 6, Ramaphosa, Silvertown, Asazani, Ballots Bay (Portion)
Ward 22	Afgunst River, Buffelsdrift 227, Camfer Kloof 96, Camphersdrift, Croxden 90, Die Oude Uitkyk 225, Diepe Kloof 226, Doorn rivier/Herold, Dwarsweg 260, Geelhoutboom 217, Gwayang 208 (Portion), Herold, Houtbosch, Klyne Fontyn 218, Kouwdouw 88, Malgaskraal, Modderaas Kloof 133, Modderivier 209, Moerasrivier 233, Outeniqua Berge (West), Platte Kloof 131, Smuts kloof 94, Waboomskraal Noord 87, Bo-dorp (Portion)
Ward 23	Bos en Dal, Breakwater Bay, CPA Area, Groeneweide Park, Herolds Bay, Le Grand, Monate Resort, Oubaai Golf Estate, Pacaltsdorp Industria, Rooirivier, Toeriste Gebied, Delville Park, Syferfontein, Hansmoeskraal, Gwaing Farm Areas, Gwaingriviermond
Ward 24	Haarlem (and surrounding areas)
Ward 25	Uniondale (and surrounding areas)
Ward 26	Blanco (Portion), Cherry Creek, Fancourt Gardens, Fancourt South, Heather Park (Portion), Kerriwood Hill, Kingswood Golf Estate, Mount Fleur Mountain Estate, Oaklands, Soeteweide, Fancourt
Ward 27	Europe, Harmony Park, Ou Pacaltsdorp (Portion), Protea Estate, Seaview, Uitbreiding 11, Seesight

Table 6.1: Ward descriptions

6.2 THE COMMUNITY AND STAKEHOLDERS

The George Municipality utilises the ward system to engage with communities. The George Municipality embarked on a series of IDP Ward-Based Meetings during October/November 2016, in all of the 27 wards, to provide an opportunity for public participation in the drafting of the NEW five-year IDP. Four of the above-mentioned meetings did not materialise as originally planned and had to be reconvened during February/March 2017 and were subsequently successful.

The George Municipality will embark on a comprehensive ward-based planning process once Ward Committees are fully established. It is anticipated that Ward Committees will be fully established by the end of March 2017.

The legislative framework in South Africa mandates local government – the sphere of government closest to the people – to create spaces and facilitate public participation. Ward committee is a structure through which the public is meant to participate in local government processes.

Various local municipalities throughout South Africa have seemingly taken their mandate to heart and prioritised public participation in municipal planning processes by introducing a ward-planning system. This is viewed by many scholars as a positive undertaking that not only allows for maximum participation of ward communities, but one that has a lasting impact in transferring skills to local people, capacity building of ward committees and the empowerment of communities.

The ward-planning model is integrated into the local government planning system, is replicable, and brings poor people into the planning and management of programmes and projects that affect them in partnership with the municipality.

The following section represents ward priorities as received during the IDP ward-based meetings.

NEEDS	AREA	WARD	FINANCIAL YEARS						If no budget, give comment?	DEPARTMENTAL COMMENT
			CURRENT 2016/2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022		
Housing	Blanco	1								
Land availability	Blanco	1								
Youth development	Blanco	1								
Paving of Road	Blanco	1								
EPWP Projects	Blanco	1								
Malgas River Bridge safety concern	Blanco	1								
Graveyard needs urgent attention	Blanco	1								
Play parks needs security fencing	Blanco	1								
Sidewalks	Fortuin street	1	n	y						Dependent of available budget
Street lights	Informal areas	1								
Trees fall on houses										
Storm water problems	Goldenvally	1	y	y						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Bush sleepers (Homeless)	1 ^{ste} Ave Fernridge & 5 ^{de} laan Denneoord & heaterpark	2								
Baboons (All parts bordering Bush)	Denneoord	2								
Fire danger (adjoining Bush)	Denneoord	2								
Removal of fallen tree	Erica Avenue	3								
Information boards regarding dogs in parks	Heaterpark	3								
Neighbourhood watch / Security	Denneoord & Fernridge	2								
Replacing street lights	Heather Park	3								
Neighbourhood watch	Heather Park	3								
Bus routes	Heatherlands	3							As part of broader GIPTN Operational budget to continue services	Current routes in operation are very under-utilised, but will be maintained to give access. No new routes in Heatherlands are being considered.
Building inspections to check developments	Heatherlands	3								
Upgrading of sportgrounds	Rooirivierif									
Malgas Rivier bridge safety risk	Blanco	1								
Development of the Botanical Gardens	Caledon Street	3								
Restoration of water supply	Glenberrie									Require more detail
Compost facility	George	18								
Replacement of garbage trucks	George	All wards								
Baboon control	Geneva fontein	18								
Upgrading of	Fichat Street	19	n	y						Item to Budget

Stormwater Line	(Dutch Reform Church									committee for approval on the Capital Budget for next year
Upgrading of Main storm water	Bottom part of George South	19	n	y						Item to Budget committee for approval on the Capital Budget for next year
Provision of Paving (Sidewalks)	CBD	19	n	y						Dependent of available budget
Eliminating of overhead Power lines	George South	19								
Provision of Paving (Sidewalks)	Cradock Street between Fichat and Laing Street	19	n	n						Dependent of available budget
Upgrading of roads	Rooikransie road	23	n	y						
Neighbourhood Watch	Heatherpark	19								
Storm water	Newton / Pelgrave / Fichat, Cradock streets & CBD	19	n	y						Item to Budget committee for approval on the Capital Budget for next year
Re-seal rest of street	Victoria street	19	n	y						Dependent of available budget
Sewer network upgrade	Infront of Mitchell street 86	19	y	y						Will be attended to
More Schools	George	19								
Drag racing	York & Meade Streets	19								
Bush Sleepers	Fichat Street	19								
Pavement / Sidewalks	Lynx, Puma & Antelope Streets, Dellville Park	23	n	n						Dependent of available budget
Upgrading / Re-seal of Roads (Urgent)	Puma & Antelope Streets, Dellville Park	23	n	y						Dependent of available budget
Pavements Upgrading	Puma Street, Dellville Park	23	n	n						Dependent of available budget
Removal of Pedestrian crossing	Lynx street, Dellville Park	23	n	n						Pedestrian crossing necessary for school
Establishment of a Park or Gardens	Frontier Street, Dellville Park	23								
Traffic circle	Artillary Street, Dellville Park	23	n	n						Provide more detail on request
Stormwater drainage	Dellville Park	23	n	y						Dependent of available budget
Filling of rift in frontier street	Dellville Park	23	n	n						Cannot be accommodated due to the natural low point in the road
Re-build of street & sidewalk	Antelope Street		n	y						Dependent of available budget
Tarred Road	South Street	4	n	n						Require long term planning due to the cost involved.
Tar Road	Sanctuary Lane, Wilderness &	4	n	n						Dependent of available budget
	Whites Road		n	n						Dependent of available budget
Street Lights	South Street	4								
Proper Road Infrastructure	South Street	4	n	n						Require long term planning due to the cost involved.
Roads	Completion of road development		n	n						Will be upgraded as part of the Go George bus routes

	in 8 th avenue									
Garden refuse depository	ERF 976	4								
Storm Water Drains	South Street & north street into Peter's Road Wilderness	4	n	n						Require long term planning due to the cost involved.
Speed Bumps	South Street & Main road to Touwsrante	4								A full investigation into all streets is unachievable. Please do note that no physical traffic calming measures are allowed on public transport routes. Please indicate specific streets for further investigation.
Sewerage Line	Between Wilderness & Kleinkrantz	4	n	Y						Dependent on available budget
Potholes	Hoekwil Road	4	y	y						Will be attended to
Transport (Go George)	Kleinkrantz, Touwsrante & Hoekwil	4	RO	GIPT N					Include d in broader budget for 2017 / 2018 financial year.	Planning largely complete. Much of infrastructure has been completed, but further works required.
Sport Field	Kleinkrantz	4								
Housing	Caravan Park, Kleinkrantz, Cultural Village, Touwsrante & Erf 329	4								
Youth facilities	Touwsrante & Kleinkrants	4								
School Bus	Kleinkrantz	4								
Fire station	Kleinkrantz	4								
Local Tourism	Kleinkrantz	4								
Play Parks	Kleinkrantz	4								
Permanent Clinic	Kleinkrantz / Touwsrante / Wilderness Hights	4								
Community Hall	Kleinkrantz	4								
Taps & Toilets	Kleinkrantz	4								Informal settlement
Speed bumps	Kleinkrantz	4								
Stormwater problems	Touwsrante	4	n	n						Will be attended to
Graveyard – needs bathrooms	Touwsrante	4								
Go – George (Urgent)	Touwsrante	4	RO	GIPT N					Include d in broader budget for 2017 / 2018 financial year.	Planning largely complete. Much of infrastructure has been completed, but further works required.
Covers at Bus stops (especially for kids going to school)	Wilderness Hights / Touwsrante / Kleinkrantz	4	RO	GIPT N					Planned in broader budget for 2017 / 2018 financial year.	Planning largely complete. Shelters to be provided after roll-out.
Fire Station	Touwsrante	4								
Play park	Touwsrante	4								
Road starting to "slip"	Hunts road	4								
Upgrading of road	North str and	4	n	n					Include	Planning largely

	Peters Str								d in broader budget for 2017 / 2018 financia l year.	complete.
Upgrading of road	Hunts road	4	n	n					Include d in broader budget for 2017 / 2018 financia l year.	Planning largely complete.
Sport facilities	Touwsranten & Kleinkrantz	4								
Better Refuse Removal	Touwsranten	4								
Better Street lights	Touwsranten	4								
Wheely Bins	Touwsranten	4								
Potholes in main road	Touwsranten	4	y	y						Will be attended to
Road is Slipping	Hunts road	4								
Sidewalks	From Touwsranten to Hoekwil	4	n	n						Provincial Road
Extention of Sidewalks	Protea Road from houses to N2		n	n						Requires long term planning
Land for Churches	Wilderness hights	4								
Paving	Oliphantshoek Road & Dirt Roads	4	n	n						Dependent on available budget
Library	Kleinkrantz	4								
Grass cutting	Waterside Road between path & sanparks fence	4								
Assistance to Small Businesses	Wilderness Heights	4								
Soup Kitchens	Wilderness Heights	4								
Containers to be used as creches	Wilderness Heights	4								
Home based care	Wilderness Heights	4								
Develop of Holiday Resort	Kleinkrantz	4								
Title deeds to owners	Kleinkrantz	4								
Foot path for pedestrians	Whites Road	4	n	n						Dependent on available budget, will be an expensive project due to the limited road reserve available for this purpose (steep gradiants)
Signage on Roads	Wilderness	4	y	y						Will be attended to
Street lights	Kleinkrantz / Touwsranten	4								
Road maintenance	Langvlei Dunes	4	n	n						Provincial roads
Refuse Removal	Langvlei Dunes	4								
Drag racing	Stuurman Street & Bailie streets, Levallia	5								
Disturbing of peace: Student housing	Levallia	5								
Busy Corner – Noisy	Wolhuts street	5								
Speed bumps	Volkwyn Street	5								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Volkwyn has intersection spacings

										of 160m and 70m.
Security lights	Teen street	5								
Robot at Engen Garage to get into Knysna Road	Knysna Road & Gelderblom streets	5	n	n						The proximity of this intersection to the adjacent intersections (Knysna / Third and Knysna / Fourth) is problematic. Requires full traffic engineering solution
Covers for Go-George waiting areas	Levallia / Knysna Road	5	65000	130 000						One shelter constructed. More in next financial year.
Play parks – upgrading	Levallia	5								
Neighbourhood watch	Protea Park	5								
Tourism opportunities	Levallia	5								
Satellite Police Station	Levallia	5								
Retirement Village	Levallia	5								
Sidewalks	Levallia	5	n	n						Dependent on available budget
Business erven	Levallia	5								
Security	Rosemoor Sport field	5								
Netball field	Rosemoor	5								
Upgrading of sport field	Rosemoor	5								
Wheelbins	Levallia	5								
Youth Centre	Protea Park	5								
Law Enforcement	Levallia	5								
Roads Bad	Borchards & De Villiers Streets	5	y	n						Will be attended to as part of Phase 4 B Go George roll-out
Housing	Protea Park	5								
Speeding	Park street	5								
Power sub-station needs fencing	Park street	5								
Wheelchair ramps	12 Oerson Buys street, Rosemoor	6								
Housing – cracked walls needs urgent attention	Rosemoor	6								
Go-George – Bus stops should be closer to each other	George	6	0	0					Bus stops spaced to accommodate a 400m walking distance for most residents.	
Go-George – Canopies at bus stops	George	6	260000	260 000 0						4 shelters built in Rosemoor, more to be built in next financial year.
Graveyard in bad condition	Rosemoor	6								
Clinic	Rosemoor	6								
Police Station	Rosemoor	6								
Community Hall	Rosemoor	6								
More Schools	Rosemoor	6								
Sewer pipes	Muller Street	6	y	y						Will be attended to
Floodlights	O'Connor Street	6								
Play parks	Beer street	6								
Housing	Rosemoor	6								
More Schools	Rosemoor	6								
Sport field	Rosemoor	6								
Library	Rosemoor	6								
Area Office	Rosemoor	6								
Thusong Centre	Rosemoor	6								

Retirement Village	Rosemoor	6								
Speed bumps	Hurter Street	6								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Improved street lights	Rift between Rosemoor & Protea Park	6								
EPWP projects	Rosemoor	6								
Youth Centre	Rosemoor	6								
Toilets for the elderly to be built closer to homes	Lawaakamp	7								
Rectification of old houses and toilets (indicate anticipated start and end date)	Lawaakamp	7								
EPWP work opportunities	Lawaakamp	7								
Youth Centre to be built in Lawaakamp (not in Thembaletu)	Lawaakamp	7								
Play park in Ballotsview is incomplete and unfenced	Lawaakamp	7								
Preference must be given to funerals over dances for community halls	Lawaakamp	7								
Upgrading of Lawaakamp sport field. The Municipality must improve/upgrade the quality of lights at Lawaakamp sport field	Lawaakamp	7								
Water leakages are not addressed properly by municipal officials. Problem with water flowing at Stanford Mangaliso Street	Lawaakamp	7								
Entrepreneurs to be assisted with proper business instead of containers	Lawaakamp	7								
The Municipality must investigate in consultation with the Ward Councillor the possibility of a high mast light in Lawaakamp	Lawaakamp	7								
The Municipality must provide the general public with a list of architects more especially the reasonable ones in terms of prices for	Lawaakamp	7								

drawing building plans										
Concern that Maraiskamp has a lack of street lights	Lawaaikamp	7								
Job opportunities for the disabled people	Lawaaikamp	7								
Storm water pipes	Ballotsview	8	n	n						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Library	Ballotsview & Parkdene	8								
Play parks	Parkdene	8								
Neighbourhood watch	Parkdene	8								
Refuse Removal	Parkdene	8								
Roads	Parkdene	8	n	n						Require more detail
Soup Kitchens	Parkdene	8								
Street Lights	Bosvark street, Parkdene	8								
Clinic	Needs more personnel	8								
Clinic	Paving in front of building	8								
Gravel to fill up erven	Taurus street 48 to 56	8								
Go-George	When will they start	8	GIPTN overall	GIPT N over all					Part of larger GIPTN budget to roll out these services	Planned roll-out to this area by June 2017.
Soup kitchens	Parkdene	8								
Title deeds for houses owned sinse 1994	Parkdene	8								
Power Line Broken	Shezars Street	8								
Illegal dumping	Bontebok Street									
Old Age Home	Parkdene	8								
Youth progammes	Parkdene	8								
Paving & Sidewalks	Taurus street		n	n						Dependent on Capital Budget
Toilets Blockage	Mdywadini	9	y	y						Will be attended
Electricity		9								
Paving	Zone 7 & 4 / 34 th street / 20 th street	9	n	y						Will form part of the priority list for 2017/18, which will need to be approved by Section 80 committee. This project is dependant on the available budget
Street lights	Zone 7	9								
Crèche	34 th street	9								
Speed bumps	Zone 7	9								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Play parks	Zone 4	9								
Soup kitchens		9								
Sport Den		10								
Tar / Paving of streets		10	n							Require more detail
Toilets		10								
Electricity	Ward 10 / Zone	10								

	6									
Water		10								Require more detail
Roads	Ward 10 / Zone 6	10	n							Require more detail
Housing		10								
Speed bumps		10								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Streetlights need maintenance		10								
Electricity feed bad	Victoria Heights	11								
Electricity upgrade	Victoria Heights	11								
Water Quality bad	Victoria Heights	11								Water quality to SANS requirements
Roads upgrades	Victoria Heights	11	n	y						Dependent on available budget
Old houses	Vulindlela	11								
Housing	Mdongwe	11								
Paving	Mdongwe	11								
Clinic	Mdongwe	11								
Stormwater pipes	Sandkraal	11								
Community Hall	Greenfield	11								
Parks for Children	Masivuselele	11								
Youth Development	Masivuselele	11								
Dusty Roads	Vulindlela Str Bushwa Street	11								
Day Care Centre	Bushwa Street	11								
No Electricity box	1542 Mpepho Street, Zone 5									
Roads	19 th street	12	n	y						Will form part of the priority list for 2017/18, which will need to be approved by Article 80 committee. This project is dependant on the available budget
Speed bumps	All streets	12								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Community Hall	Ward 12	12								
Housing for the disabled	Informal Area	12								
Creche	All brick	12								
Clinic	Zone 8	12								
Primary School	Ward 12	12								
Aftercare centre	Allbrick	12								
Paving	16 th , 18 th & 19 th street	12	n	y						Will form part of the priority list for 2017/18, which will need to be approved by Article 80 committee. This project is dependant on the available budget
Play Park	Ward 12	12								
Netball field	16 th street	12								
Housing		12								
Toilets		12								
Electricity (street lights burn during the day but off at night)	All brick, Zone 8	12								
Library		12								
Youth development programmes		12								

Small businesses		12								
Street lights		12								
Access to central business chambers	Pacaltsdorp	14								
Trees must be cut down	Kloofstreet	14								
Upgrading of streets	Valk Crescent Rosedale Informal Area	14	n	y						Dependent on available budget
Upgrading and extension of sport facilities	Pacaltsdorp Sport field	14								
Street lights	Rosedale	14								
Refuse Removal	Rosedale	14								
Paving of streets	Rosedale & Mountviewstra at & Hillcrest Street	14	n	n						Informal settlement
Clinic	Rosedale	14								
School (Urgent)	Rosedale	14								
Crèche	Rosedale	14								
Library	Rosedale	14								
Police visibility	Rosedale	14								
Storm water pipes	Rosedale	14	y	y						Will be attended to
Go-George Bus stops	Rosedale	14	GIPTN	GIPT N					Part of broader GIPTN budget	First shelters have been constructed. No new bus stops are planned.
Community Hall	Rosedale	14								
Water Tap	425 Rosedale	14								Informal settlement
Housing	Noord Street & Rosedale informal Area	14								
Church grounds	Erf 100, Rosedale	14								
Electricity	8000 Adam street, Rosedale	14								
Informal Area need toilets	Rosedale	14								
Amphitheatre	Needs locks	14								
Clearing of bushes	Popular street, Noord street & Mountview street	14								
Tarring of street	Fontein street (currently gravel road)	14	n	y						Will form part of the priority list for 2017/18, which will need to be approved by Article 80 committee. This project is dependant on the available budget
Retaining Wall to assist with water causing flooding	Rachel street	14								
Building of Primary School – Departments of Education and Public Works – Priority 1		15								
Employment opportunities created		15								
Access to homes for disabled		15								
Land for Small Farmers		15								
Equipment and material for small farmers		15								
Fencing of land for livestock – Small farmers		15								
Provision of library (buildings and service)		15								
Building of proper road network		15								

Appointment of bakkie contractors for cleaning of wards		15								
Provision of wheelie bins		15								
CCTV cameras to assist with crime prevention		15								
Construction of swimming pool		15								
Paving of streets in the entire ward		15								
Upgrade of sewer network		15								
Upgrade of stormwater network		15								
Upgrade of water network		15								
Upgrade of electrical network		15								
Provision of water tanks to residents		15								
Provision of gym facilities in the area		15								
Provision of Sport facilities		15								
Resealing and upgrade of roads		15								
Housing (wet)	New Dawn Park	16								
Soup Kitchens	New Dawn Park	16								
Youth Programmes	New Dawn Park	16								
Street lights	Voelnesvaring Street	16								
Clearing of vacant plots	Andersonville	16								
Library	New Dawn Park	16								
Soup Kitchens	New Dawn Park	16								
Clinic	New Dawn Park	16								
Sport field	Security	16								
Sport Field	Maintenance	16								
Re-seal of Road	Valk street, Andersonville	16	n	y						Dependent on available budget
Satellite fire station	New Dawn Park	16								
Go-George Routes	New Dawn Park	16	GIPTN	GIPT N					Part of broader GIPTN budget	No new routes are being planned. Current routes to be operated.
Bus stops unsafe	New Dawn Park	16								Limited GIPTN funds available for additional security at main transfers only, this is to be addressed through Municipal Law Enforcement
Clinic	New Dawn Park	16								
Storm water problems	New Dawn Park	16	y	y						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Fire station	New Dawn Park	16								

Satellite Police Station	New Dawn Park	16								
Housing	4941 Sierrisies street, 5285 Protea street	16								
Sidewalks	Marigold street	16								
Speed bumps	Marigold Street & Voelvaring streets & Seemeeu Street	16								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Wheelie Bins	Andersonville	16								
Fixing of houses	Smartie Town	16								
Proper Street name Boards	Andersonville	16								
Removal of trees	Marigold street & Andersonville	16								
Street lights	Marigold street & Jan Frederick circle	16								
Street lights (not working)	New Dawn Park	16								
Security Cameras	Protea street	16								
Dirt heaps	Conville	17								
Crime	Conville	17								
Youth facilities	Conville	17								
Housing	Conville	17								
Side walks	Conville	17	n	n						Dependent on available budget
Refuse Removal (Area dirty)	Conville	17								
Play Parks	Conville	17								
Street lights	Kokkerwiet, Lyster & Korhaan streets	17								
Facilities for the Old Age	Conville	17								
Storm water pipes	Conville	17	y	y						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Damage to Municipal property	Makou Street	17								
Stray Animals	Conville	17								
Clearing of the Mollen River	Conville	17								
Paving of Sidewalks	Conville	17	n	n						Dependent on available budget
Tar of roads	Conville	17								Require more detail
Clinic (too small)	Conville	17								
Road in bad condition	De Villiers Street, Borchards	20	y	n						Will be attended to as part of Phase 4 B Go George roll-out
Drains constantly blocked	Versveld street	20								Require more detail
Light poles damaged	De Villiers Street	20								
Wall must be supported	Spandiel Street	20								
Road needs to be built between houses	Spandiel street	20								Informal settlement
Community Hall	Behind Creche	20								
Clinic	Behind Creche	20								
RDP houses broken		20								
Water problems	Versveld street	20								Require more detail
Paving	Nal street, Bruce street, Spandiel street	20	n	n						Dependent on available budget
Youth Centre	Borchards	20								
Illegal shebeens	Borchards	20								

Disabled people programmes	Borchards	20								
Black Bags	Borchards	20								
Toilets	Informal settlement	20								Informal settlement
Police Station	Borchards	20								
Street lights broken	Bruce & De Beer Streets	20								
Replacement of Asbestos roofs	Bruce Street	20								
Channels	Bruce Street	20								
Floodlights	Borchards	20								
Restoration of old houses	Borchards	20								
Storm water problems	Borchards	20	y	y						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Electical sub-stations broken	Bellair Street	20								
Car wash initiative	Cnr of De Villiers & Krog streets	20								
Housing for squatters	Figeland street, Y28 13234 Bruce street	20								
Electricity	Y28 Bruce Street	20								
Toilet	16 Versveld Street	20								Require more detail
Emergency Housing	16 Versveld Street , Y02 Nel Street	20								
Re-seal of Roads	Krogh, De Villiers & De Beer Streets	20	n	n						Dependent on available budget
Ramp for wheel chair	13 De Villiers Street	20								
Refuse Removal	Borchards	20								
Clinic	Asazani	21								
Library	Asazani	21								
Old Age home	Silvertown	21								
High School	Ward 21	21								
Blocked drains	Ward 21	21	y	y						Sufficient capacity in stormwater system. Get's block due to materials being dumped in the sytem
Bins	Zone 6	21								
Farm for cattle	Zone 6	21								
Church Site	Asazani	21								
Street lights	Ward 21	21								
Playgrounds	Ward 21	21								
Small business development	Ward 21	21								
Roads	Asazani	21	n	n						dependent on available budget
Hospital	Asazani	21								
Black Bags not distributed	Asazani	21								
Housing	Silvertown / Ramaphosa	21								
Electricity	Ramaphosa	21								
Paving	Ward 21	21	n	n						Dependent on available budget
Housing	Haarlem, Ganzekraal, Noll & Avontuur	24								
Electricity (Informal settlement)	Squatter no 17	24								

Road to Squatter Area	Squatter no 17	24								Informal settlement
Street lights (Urgent)	Haarlem	24								
Go-George Bus service	Hole of Ward 24	24	0	0					Longer term planning only for services to these areas.	
EPWP Projects	Haarlem	24								
Youth / Women projects	Haarlem, Ganzekraal, Noll & Avontuur	24								
Toilets	Haarlem	24								Require more detail
Old Age Home	Haarlem	24								
Sport facilities	Haarlem, Ganzekraal, Noll & Avontuur	24								
Indigent Help	Haarlem	24								
Internet at Youth Office	Haarlem	24								
Tarred or Paved Roads	Haarlem	24	n	y						Dependent on available budget
Flood lights	Haarlem & Squatter Area	24								
Upgrading of streets	Haarlem	24	n	y						Dependent on available budget
Municipal Offices – needs maintenance	Haarlem	24								
Removal of sewage pond out of neighbourhood	Haarlem	24	n	n						To be investigated
Neighbourhood watch	Haarlem	24								
Middle income housing for the community	Haarlem	24								
Business erven	Haarlem	24								
Fire Station	Haarlem	24								
Play parks in Squatter Area	Haarlem	24								
Swimming Pool	Haarlem	24								
Shopping Mall	Haarlem	24								
Storm water drainage	Haarlem	24	y	y						Will be attended to
Police services	Haarlem	24								
Agricultural land	Haarlem	24								
Water & Sanitation	Ganzekraal	24								Rural area
Vegetable gardens	Ganzekraal, Avontuur & Noll	24								
Completion of paved streets	Mitchell, Letitia Loff, Paul Venter & Daniel streets	25	n	y						Dependent on available budget
Streets in new area	Uniondale	25	n	n						dependent on available budget
Connection of houses to main sewer system	Uniondale	25	n	n						To be investigated
Paving of streets	Uniondale	25	n	n						dependent on available budget
Play parks	Uniondale	25								
Speed bumps	Uniondale	25								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Housing	Uniondale & Lyonsville	25								
Youth centre upgrade	Uniondale	25								
Youth activities	Uniondale	25								

Church Grounds	Uniondale	25								
Fire station	Uniondale	25								
Paramedic Offices	Uniondale	25								
Sidewalks	Uniondale	25	n	n						Dependent on available budget
Middle income housing for the community	Uniondale	25								
Water Reservoir	Lyonsville	25								Require more detail
Refuse removal in new area	Uniondale	25								
Upgrading of roads	Lyonsville	25	n	n						dependent on available budget
Licence & Test Station	Uniondale	25								
Paving	School street	25	n	n						dependent on available budget
Affordable retirement homes	All areas	26								
Speed bumps	Meyer street, Van Kerwel	26								Physical traffic calming measure cannot be warranted in street with intersection spacing of less than 350m. Hurter has all-way stop intersection spacing of 250m.
Re-seal of road	Old Wilderness Road (Saasveld)	26								Provincial road, currently being upgraded
Side walks		26	n	n						Dependent on available budget
Street lights		26								
Upgrade of all Roads	George	26								Require more detail
Street kids	Safe homes	26								
Play parks		26								
Street signage		26	y	y						Will be attended to
Beautifying of entrance	Blanco	26								
Open drain (1year already)	Cnr of Hyden street	27	y	y						Will be attended to
Sidewalks	Aloe street	27	n	n						Dependent on available budget
Paving of streets	Agter street, Aloe Street, Fern street	27	n	y						Dependent on available budget
Re-seal of streets	Unity walk, Europe	27	n	y						Dependent on available budget
	Amarylis, Begonia, Dahlia, Hyacinth streets		n	y						Dependent on available budget
	Plain street, Uitbreiding 13		n	y						Dependent on available budget
	Harmony, Clinic, Streets in Europe		n	y						Dependent on available budget
	Tulip, Arum streets, Protea Estate		n	y						Dependent on available budget
			n	y						Dependent on available budget
Reconstruction of streets	Hedgeway, Europe	27	n	y						Dependent on available budget
	Beukes street		n	y						Dependent on available budget
	Tulip street		n	y						Dependent on available budget
Europe Housing Project	Europe	27								
Outside Toilets	Pacaltsdorp	27								
Storm water drainage	Beukes street	27	n	y						Dependent on available budget
Road sagged	Beukes street	27	y	y						Will be attended to
Rectification of Houses	Pacaltsdorp	27								
Road connection	Beach way to	27								Refer to planning

	Agter street									department
Fire station	Pacaltsdorp	27								
Old Age home	Pacaltsdorp	27								
Play park	Blue gum Street	27								

6.3 SECTOR INVESTMENT

Over the past three years the Western Cape Province has explored ways of fostering intergovernmental planning and implementation. This process has evolved and is now set to enable the implementation of the NDP, on the one hand, and to enhance the development and implementation of the PSP, on the other. Planning in the Western Cape Province has matured to a phase where joint planning and implementation is a fundamental element in ensuring sustainable and integrated service delivery.

Grant	Allocation per financial year		
	2017/2018 (R'000)	2018/2019 (R'000)	2019/2020 (R'000)
Western Cape Financial Management Capacity Building Grant	240	360	480
Human Settlements Development Grant	65 800	135 000	149 500
Integrated Transport Planning	600	600	600
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	441		
George Integrated Public Transport Network – Operations	95 544	101 086	106 747
Community Library Services Grant	8 635	9 140	9 661
Fire Service Capacity Building Grant	800		.
Thusong Service Centres Grant (sustainability: Operational Support Grant)	212	212	212
Community Development Workers (CDW) Operational Support Grant	93	93	93

The following section contains municipal allocations for the 2017/2018 Medium Term Expenditure Framework (MTEF) extracted from the Extraordinary Provincial Gazette, No. 7742 of March 2017. It is hoped that information will enable the George Municipality to effectively budget and implement programmes over a three-year budgeting cycle. Furthermore, this information is hoped to assist the provincial and local spheres of government (in this case the George Municipality) to align their respective spending priorities and plans.

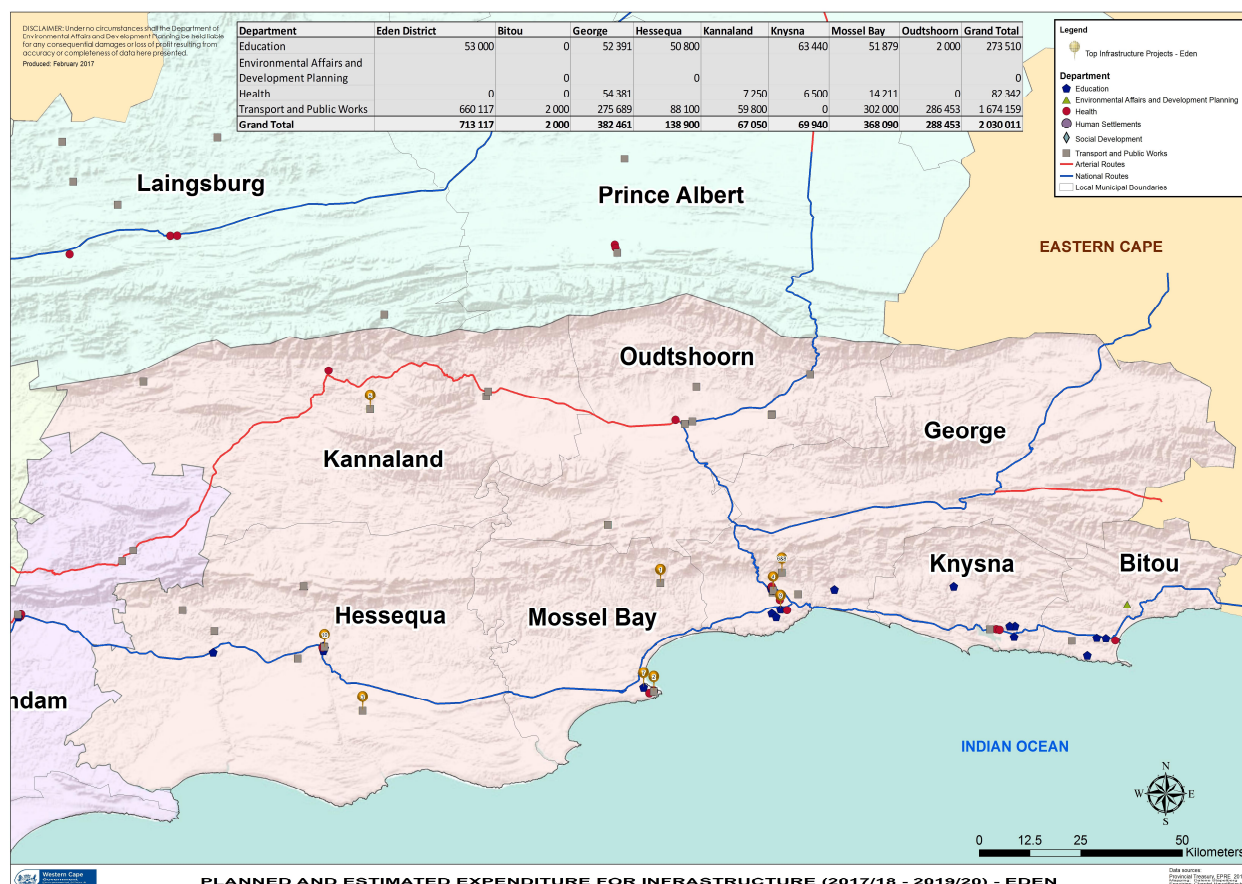
The summary of infrastructure and capital related projects, as classified in the Estimates of Provincial Revenue and Expenditure (EPRE 2017) are as follows:

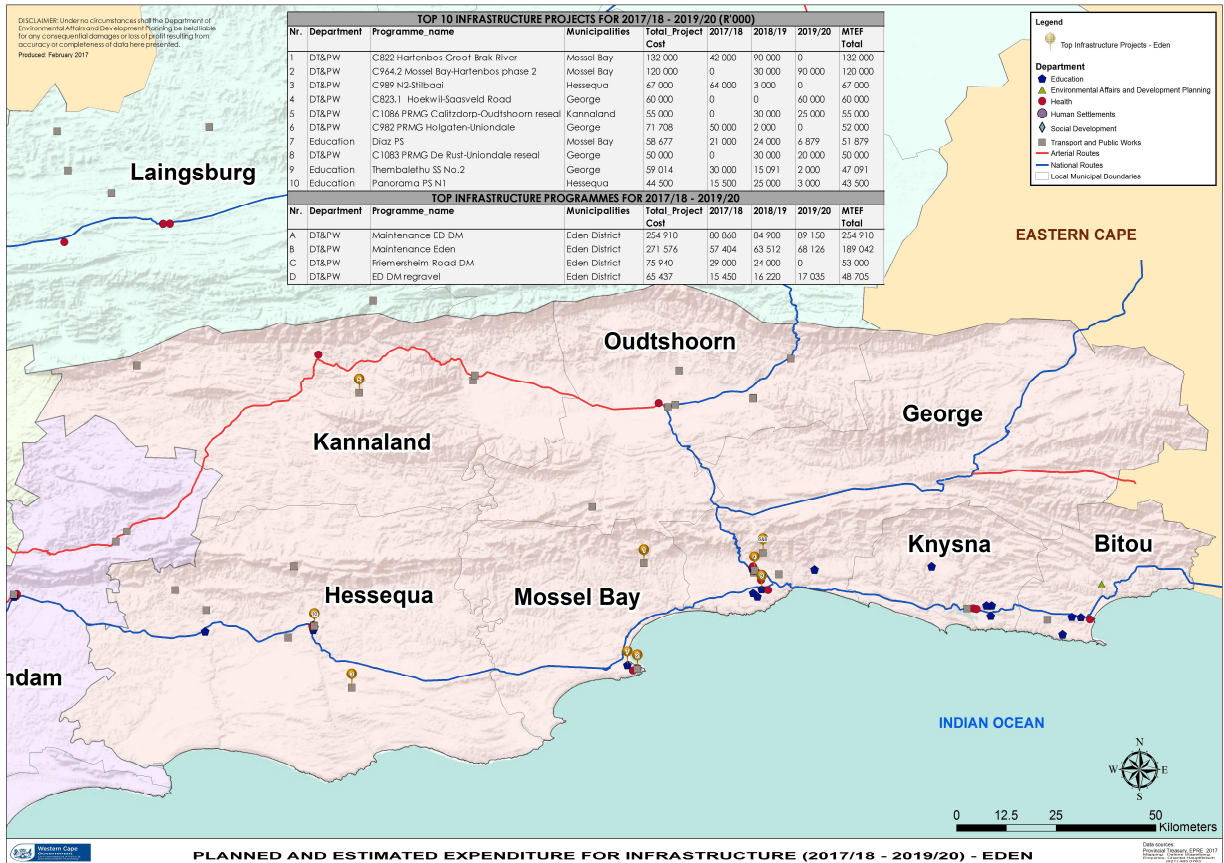
- i. The **Department of Transport and Public Works** has **19 infrastructure and/or capital expenditure projects** listed over the MTEF for implementation with a budgeted **value of R275,689 million** over the period 2017/18 to 2019/20.

All 15 projects are classified to achieve 'Economic Affairs' outcomes – in other words, investment aims to support economic outcomes. All the projects are of a roads and roads infrastructure related nature and entails refurbishments and rehabilitations of which 6 is in close out phase, 8 are in various stages of planning and or design documentation phase, and the remaining projects are being implemented;

- ii. The **Department of Education** listed **4 infrastructure and/or capital expenditure** project aiming to achieve 'Education' outcomes. The total MTEF budget allocation for these projects amounts to **R52,391 million**. The projects involve one new school in planning phase, two replacement schools replacing inappropriate structures also in planning and one upgrade project that is in hand over phase; and
- iii. The **Department of Health** listed **7 infrastructure and/or capital expenditure** projects with a MTEF budget allocation totaling **R54,381 million** and aiming to achieve 'Health' outcomes. One new PHC Community Day Centre is currently being implemented, two refurbishment and rehabilitation projects are listed of which one is in planning phase and the other one in close out phase. The remaining projects entail investment in health technology and in an OD investigation.

The following maps depict the district-wide spatial reflection of sector investments.





The specific projects listed in the Budget EPRE 2017 are as follows:

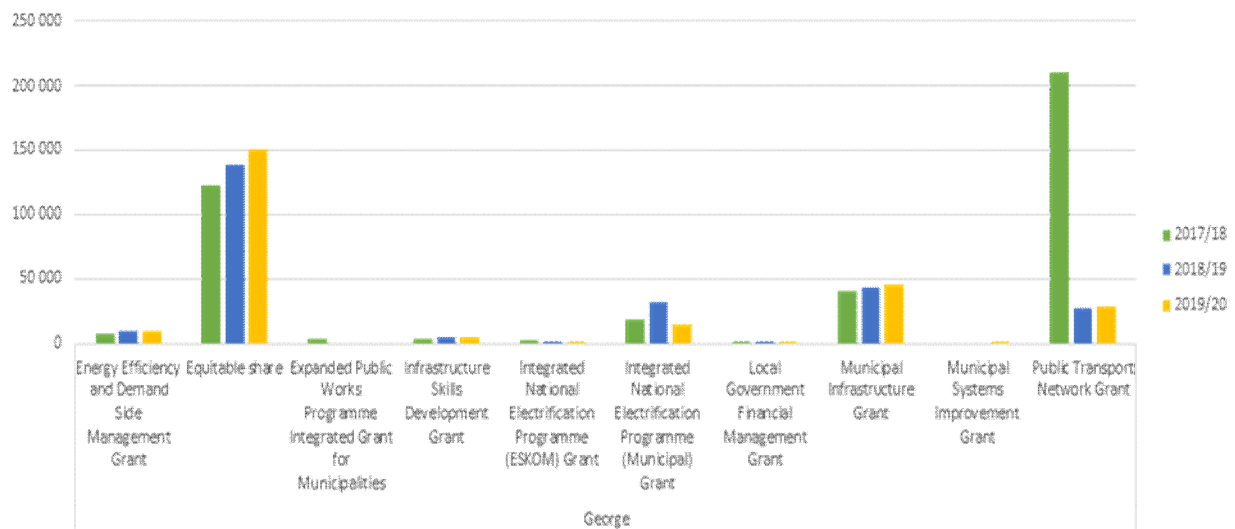
Number of Infrastructure Projects	Project Name	Type of Project	Economic Classification [e.g. outcome focus areas]
Western Cape: Department of Transport and Public Works [19 Projects]	C823.1 Hoekwil-Saasveld Road	Refurbishment and rehabilitation	Economic affairs
	C982 PRMG Holgaten-Uniondale	Refurbishment and rehabilitation	Economic affairs
	C1083 PRMG De Rust-Uniondale reseal	Refurbishment and rehabilitation	Economic affairs
	C993.2 PRMG Holgaten-Oudtshoorn reseal	Refurbishment and rehabilitation	Economic affairs
	Modernisation - York Park (Ground and 1st Floor)	Refurbishment and rehabilitation	Economic affairs
	Modernisation - York Park (HVAC Upgrade)	Refurbishment and rehabilitation	Economic affairs
	C1047 PRMG George-Airport-White's Road-Wilderness Heights	Refurbishment and rehabilitation	Economic affairs
	Modernisation - York Park (3rd Floor)	Refurbishment and rehabilitation	Economic affairs
	New Modernisation - York Park (Electrical bulk services upgrade)	Refurbishment and rehabilitation	Economic affairs
	Modernisation - York Park (Lifts Upgrade)	Refurbishment and rehabilitation	Economic affairs
	C957.1 Langkloof-Uniondale	Refurbishment and rehabilitation	Economic affairs
	C957.1 PRMG Langkloof-Uniondale	Refurbishment and rehabilitation	Economic affairs
	C993 Outeniqua Pass-Holgaten-Oudtshoorn reseal	Refurbishment and rehabilitation	Economic affairs
	C823 Blanco	Refurbishment and rehabilitation	Economic affairs
	C823 PRMG Blanco	Refurbishment and rehabilitation	Economic affairs
	C958.2 PRMG George-Knysna	Refurbishment and rehabilitation	Economic affairs
	C982 Holgaten-Uniondale	Refurbishment and rehabilitation	Economic affairs
	George Mobility project	Infrastructure transfers	Economic affairs
	Modernisation York Park (ground and 1st Floor)	Refurbishment and rehabilitation	Economic affairs
Western Cape: Department of Education [4 projects]	Thembaletu SS No.2	New School	Education
	Pacaltsdorp SS	Secondary Inappropriate structures - Secondary School	Education
	Pacaltsdorp PS	Inappropriate structures - Primary School	Education

	Touwsrante PS	Upgrades and Additions	Education
Western Cape: Department of Health [7 projects]	CI810030: George - Thembaletu CDC - Replacement	PHC - Community Day Centre	Health
	CI840065: George - George Hospital - Hospital Repairs and Renovation	Hospital - Regional	Health
	CH810030: George - Thembaletu CDC - HT - Replacement	Health Technology	Health
	CO810030: George - Thembaletu CDC - OD - Replacement	Organisational Development	Health
	CI840004: George - George Regional Hospital - Acute Psychiatric Unit	Hospital - Regional	Health
	CH840005: George - Harry Comay Hospital - HT - Rehabilitation	Health Technology	Health
	CH860027: George - Eden Nurses College - HT - Replacement	Health Technology	Health

6.4 NATIONAL DEPARTMENTS ALLOCATIONS:

Below is a graph setting out ALLOCATIONS by NATIONAL / MUNICIPALITY for the MTEF for George Municipality.

The detailed information is contained in subjoined table.



DEPARTMENT	CATEGORY OF PAYMENT	FUNDING	DATE	AMOUNT [R'000]
National Treasury	Direct transfers - capacity building and other current transfers	Infrastructure Skills Development Grant	2017/18	4 100
National Treasury	Direct transfers - capacity building and other current transfers	Local Government Financial Management Grant	2017/18	1 550
Public Works	Direct transfers - capacity building and other current transfers	Expanded Public Works Programme Integrated Grant for Municipalities	2017/18	4 001
Cooperative Governance and Traditional Affairs	Direct transfers - infrastructure	Municipal Infrastructure Grant	2017/18	40 764
Energy	Direct transfers - infrastructure	Integrated National Electrification Programme (Municipal) Grant	2017/18	18 048
Transport	Direct transfers - infrastructure	Public Transport Network Grant	2017/18	210 362
Energy	Indirect transfers - infrastructure	Integrated National Electrification Programme (ESKOM) Grant	2017/18	2 622
Energy	Direct transfers - capacity building and other current transfers	Energy Efficiency and Demand Side Management Grant	2017/18	7 000
Cooperative Governance and Traditional Affairs	Indirect transfers - capacity building and other current transfers	Municipal Systems Improvement Grant	2017/18	0
National Treasury	Direct transfers - capacity building and other current transfers	Infrastructure Skills Development Grant	2018/19	4 500
National Treasury	Direct transfers - capacity building and other current transfers	Local Government Financial Management Grant	2018/19	1 550
Public Works	Direct transfers - capacity building and other current transfers	Expanded Public Works Programme Integrated Grant for Municipalities	2018/19	0
Cooperative Governance and Traditional Affairs	Direct transfers - infrastructure	Municipal Infrastructure Grant	2018/19	42 981
Energy	Direct transfers - infrastructure	Integrated National	2018/19	32 000

		Electrification Programme (Municipal) Grant		
Transport	Direct transfers - infrastructure	Public Transport Network Grant	2018/19	27 104
Energy	Indirect transfers - infrastructure	Integrated National Electrification Programme (ESKOM) Grant	2018/19	98
Energy	Direct transfers - capacity building and other current transfers	Energy Efficiency and Demand Side Management Grant	2018/19	10 000
Cooperative Governance and Traditional Affairs	Indirect transfers - capacity building and other current transfers	Municipal Systems Improvement Grant	2018/19	0
National Treasury	Direct transfers - capacity building and other current transfers	Infrastructure Skills Development Grant	2019/20	4 752
National Treasury	Direct transfers - capacity building and other current transfers	Local Government Financial Management Grant	2019/20	1 550
Public Works	Direct transfers - capacity building and other current transfers	Expanded Public Works Programme Integrated Grant for Municipalities	2019/20	0
Cooperative Governance and Traditional Affairs	Direct transfers - infrastructure	Municipal Infrastructure Grant	2019/20	45 321
Energy	Direct transfers - infrastructure	Integrated National Electrification Programme (Municipal) Grant	2019/20	15 000
Transport	Direct transfers - infrastructure	Public Transport Network Grant	2019/20	28 667
Energy	Indirect transfers - infrastructure	Integrated National Electrification Programme (ESKOM) Grant	2019/20	104
Energy	Direct transfers - capacity building and other current transfers	Energy Efficiency and Demand Side Management Grant	2019/20	10 000
Cooperative Governance and Traditional Affairs	Indirect transfers - capacity building and other current transfers	Municipal Systems Improvement Grant	2019/20	1 000

CHAPTER 7

Financial Plan

7.1 INTRODUCTION

Chapter 5, section 26 of the Local Government Municipal Systems Act prescribes the core components of the Integrated Development Plan. Section 26(h) requires the inclusion of a financial plan, which should include a budget projection for at least the next three years. This financial plan aims to determine the financial affordability and sustainability levels of George Municipality over the medium term. As reported during the 2015/16 IDP Review a Long-Term Financial Plan for George Municipality has being developed and approved on the 27th of May 2015.

The Municipal Budget and Reporting Regulations (Part 2: "Budget-related policies of municipalities") require the accounting officer to ensure that budget-related policies i.e. Tariff Policy; Credit Control and Debt Collection Policy; Budget and Virement Policy; Cash Management, Banking and Investment Policy; Funding, Borrowing and Reserve Policy; Supply Chain Management Policy; Property Rates Policy are prepared and submitted to Council. Amongst the abovementioned one of these policies relates to the long-term financial plan, which aims to ensure that all long-term financial planning is based on a structured and consistent methodology, thereby ensuring long-term financial affordability and sustainability.

A municipality's financial plan integrates the financial relationships of various revenue and expenditure streams to give effect to the Integrated Development Plan (IDP). It provides guidance for the development of current budgets and assesses financial impacts on outer years' budgets by incorporating capital expenditure outcomes, operating expenditure trends, optimal asset management plans and the consequential impact on rates, tariffs and other service charges.

7.2 FINANCIAL STRATEGIC APPROACH

The 2017/18 MTREF period represents the fifth year of the five-year IDP period (2012-17).

The following sources of information were scrutinised and taken into consideration in the conclusion of the Independent Financial Analysis and the development of this Long Term Financial Plan:

Financial Statements from 2003/04 to 2013/14

Medium Term Revenue and Expenditure Framework: 2014/15 to 2017/18

Integrated Development Plan of George Municipality (Draft of 2nd Review 2014/2015)

Financial Budget Policies

Various other documents (where relevant)

Economic data extracted from IHS Global Insight ReX

To give perspective to the Long Term Financial Plan a detailed Independent Financial Assessment against the Background of the Municipality's Demographic, Economic & Household Infrastructure Situation, 2012/13 was done, which is part of the detailed plan attached to the IDP as one of its support plans.

7.3 FINANCIAL MODELLING

The proposed financial plan is based on the assumptions in the Base Case Financial Model. We are cognisant of the fact that future cash flows may be influenced by a variety of variables. The assumptions made for the Base Case are summarized below.

It is assumed that the Consumer Price Index (CPI) growth rate is 6.5% p.a., no acquisition of investment property is assumed but disposal of assets amounting to R100 million is modelled, to reflect the sale of existing properties for development. One month working capital is included in the liquidity reserve. It is furthermore assumed that the average 10-year GVA growth rate is 2.4% p.a. No structural change, e.g. as a result of a rationalisation of the staff complement, will be modelled. The factor 1.00 against each Expense Item indicates that these will escalate at rates as assumed in the Input Sheet. The revenue collection rate is 98%, i.e. 2% will be impaired. This rate was informed by historical collection rates.

As per the outcome of the Base Case scenario testing it provides that over the 10 year period a surplus of R474 million and operating cash after debt service of R471 million is accumulated. Long term debt of R556 million can be raised for a total capital investment programme of R 1 822 million. The cash investments after 10 years to back a liquidity reserve and CRR amount to R273 million. Please be advised that the George LM – Long Term Financial Plan is attached to the IDP for further interpretation.

7.4 FINANCIAL STRATEGIES

The George Municipal Council has approved a long term financial plan on 27 May 2015. The long term financial plan includes certain strategies that are linked to a Capital Investment model to be included in the municipality's long term financial planning processes. The table below provide a summary of the strategies and indicates the progress towards implementation since the adoption of the long term financial plan.

The below table depicts the Long-Term Financial Plan Proposed Strategies for George for 2015 up to 2024;

Long-Term Financial Plan Proposed Strategies	Instruments	Progress to date
Increase Municipal Revenues	Carefully safeguard existing revenue sources and increase its future revenues by more than the CPI growth rate. This will be achieved by a combination of (i) increased sales, (ii) increase in tariffs and (iii) new revenue sources	Suggested increases in tariffs for 2017/18: Rates - 7% Water, Sanitation - 7% Refuse - 9% Electricity - 7.64% Other - 7%
	Improve the marketing or promotion strategies of George in the rest of South Africa. Encourage staff to identify other revenue sources on incentivized manner.	Is being done. Staff are being sensitized to ensure that all possible revenue sources are collected
Undertake a Comprehensive Tariff Study	Review the balance of all tariffs, i.e. increase the basic charge and reduce (possibly) the variable charge; ensure that the tariffs at least reflect the costs of providing the service	Various workshop for water and electricity were held with the Budget Committee to review the balance of the tariffs
Adopt a Municipal (financial) Viability Framework	Adopt Municipal Viability Framework for quarterly reporting to the Executive Council and Management to promote prudent financial management	Section 52 Report
Adopt a Liquidity Policy	Maintain a liquidity ratio of at least 2:1.	Liquidity Policy Adopted
	Maintain a cash backed liquidity reserve of at least one month's operational expenses in addition to maintaining reserves for unspent conditional grants, short term provisions and statutory reserves.	
	Sufficient provisions need to be made in cash for the escalation in short term provisions for employee benefits.	

Long-Term Financial Plan Proposed Strategies	Instruments	Progress to date
Adopt a Borrowing, Funds and Reserves Policy	Re-establish the practice of making provision for a Capital Replacement Reserve.	Policy has been adopted
	Annually transfer cash available after debt service and funding a liquidity reserve to the Capital Replacement Reserve.	
	Avoid depleting its Capital Replacement Reserve in any given financial year.	
	Make prudent use of external gearing at a recommended level of 35% of Total Operating Revenue and no more than 45%.	
	Adopt the objective - and work towards - transferring depreciation charges to cash backed Capital Replacement Reserve.	
Improve the Credit Rating	To improve its credit rating to a Single A in the medium term	
Maintain collection levels	Maintain the collection rate at levels above 95% and make the necessary provision in the Medium Term Revenue and Expenditure Framework for anticipated non-collection	Currently the collection rate is 96%
Save on Expenditure	Extend the use of the tendering process in an attempt to obtain better prices for the supply of bulk items	In process
	Investigate commodities requiring most transactions, consider awarding term contracts to improve cost benefits and more efficient management and internal controls as well as the centralization of central purchasers	
	Revisit the cost effectiveness of all Contracted services, e.g. security services	
	Assess the need for overtime payment and correct the abuse of this system by improved monitoring or filling of critical vacancies	In process
	Introduce stricter monitoring procedures on the use of vehicles	In process
Maximise Sources of Capital Funding	Explore all possible sources of funding for capital funding (grant funding and proceeds from the sale of assets (viz. investment	In process

Long-Term Financial Plan Proposed Strategies	Instruments	Progress to date
	property))	In process
	Carefully assesses the market and sell pockets of property at market related prices at the appropriate time	
Avoid gearing for the immediate future	Avoid increasing its long term liabilities ("LTL") in the next year or two or at least until the benchmarks proposed in its Borrowing, Funds and Reserves Policy are at acceptable levels, use source of capital funding prudently.	Have not taken up further loans
Prepare a Comprehensive Municipal Infrastructure Plan	Prevent level of service and funding decisions in one sector in isolation from the others and allow for determining of priorities. Plan should be updated annually with the latest information on asset replacement and provision of new infrastructure. Real time data is very crucial.	In process
Promote Rational Project Prioritisation	Re-introduced capital projects prioritisation either in its current form or with amended criteria	In process
Timing of capital contribution	Seriously re-think the timing of the capital contribution (50% deposited by the developer upon signature of the development agreement)	Principle has been adopted by Budget Committee
Ensure that the Institutional Re-design Promotes Effectiveness	Review and rationalise the human resources complement by ensuring that critical vacancies are filled and non-essential posts made redundant,	In process
	Avoid excessive overtime and standby time costs by filling critical vacancies,	
	Optimise the use of internal capacity and external service providers,	
	Avoid appointing temporary staff for lengthy periods of time and then become obliged to convert these appointments to permanency	
	During the structuring processes that is underway consider the future implication of a decision to establish a Category A municipality	

Long-Term Financial Plan Proposed Strategies	Instruments	Progress to date
	Revisit the utility of the in-house tourism function and assess whether a private company or NGO sponsored by the operators in the sector is not more effective	
	Consider multi-skilling of appropriate categories of staff.	

In ensuring that the above is implemented the Municipality as part of its performance management system, include key performance indicators linked to the implementation of the Long Term Financial Plan into the Performance Agreements of the relevant management team.

7.5 OVERVIEW OF THE 2017/18 MTREF

George Municipality still finds itself in a vulnerable financial position, constantly having to manage itself past deficiencies and inappropriate financial management decisions towards a position of financial viability and sustainability.

The municipality's business and service-delivery priorities were reviewed as part of the year's planning and budgeting process. Where appropriate, funds were transferred to address crucial service-delivery needs and to ensure compliance with legislative requirements and to meet service-delivery obligations. The current year adjustment budget is reflective of this principle and supports the municipality's quest for financial sustainability. The main challenges experienced during the compilation of the 2017/18 MTREF can be summarized as follows:

The slow recovery from the economic downturn that is still hampering growth and development.

Above-average population growth placing a strain on infrastructure and housing needs.

Ageing and maintenance of service-delivery infrastructure such as water, road, sanitation, refuse removal and electricity infrastructure;

The increased cost of bulk electricity as a result of continued annual increases which is placing upward pressure on service tariffs to residents.

Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies;

Availability of affordable capital/borrowing and cash reserves and affordable loan funding.

The continued funding constraints with regards to the low available funding for the Capital Budget through the Capital Replacement Reserve;

The fact that George Municipality is "over borrowed" which has resulted in our capital costs comprises a to large percentage of the operating budget

The following table is a consolidated overview of the proposed 2017/18 Medium-term Revenue and Expenditure Framework:

Description	Adjusted Budget 2015/16 (R'000)	Budget Year 2017/18 (R'000)	Budget Year +1 2017/18 (R'000)	Budget Year +2 2017/18 (R'000)
Total Operating revenue	1 734 536	1 915 080	1 927 762	2 060 500
Total Operating Expenditure	1 641 524	1 789 545	1 858 386	1 946 272
Total Capital Expenditure	233 371	317 486	503 600	583 579

Table 8.2: Consolidated overview of the 2017/18 MTREF

Total operating revenue has increased by 10.4% or R109 million for the 2017/18 financial year when compared to the 2016/17 Adjustments Budget. For the two outer years, operational revenue will increase by 0.7 % and 6.9% respectively.

Total operating expenditure for the 2017/18 financial year has been appropriated at R1,789 million. When compared to the 2016/17 Adjustments Budget, operational expenditure has increased by 9% in the 2017/18 budget and has increased by 4.15% for 2018/2019 and increased by 4.63% for 2019/2020 being the outer years of the MTREF.

The capital budget of R317.4 million for 2017/18 is 36% more when compared to the 2016/17 Adjustments Budget. The induction is due to various projects being finalized in the previous financial year as well as affordability constraints in the light of current economic circumstances and financial recovery of the municipality. The capital programme increases to R503.6 million in the 2018/19 financial year and then evens out in 2019/20 to R583.5 million.

A major portion of 69% of the capital budget will be funded from Government grants and subsidies. A portion of the capital budget will be funded from borrowing for the procurement of vehicles. The repayment of interest and redemption (capital costs) will not substantially increase over the MTREF and will therefore contribute to the financial recovery of the Municipality.

The Budget Summary provided in the following table provides a concise overview of George Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service-delivery backlogs. The Budget Summary provides the key information regarding the following:

The operating surplus/deficit (after Total Expenditure) is positive over the MTREF

Capital expenditure is balanced by capital funding sources, of which

Transfers recognized are reflected on the Financial Performance Budget;

Borrowing is incorporated in the net cash from financing on the Cash Flow Budget

Internally generated funds are financed from the anticipated operating surplus to be realized at 30 June 2017. The amount is incorporated in the Net cash from investing in the Cash Flow Budget.

7.5.1 OPERATING REVENUE FRAMEWORK

For this to continue improving the quality of life of its communities through the delivery of high-quality services, it is necessary to generate sufficient revenue from rates and service charges. It is also important to ensure that all billable revenue is firstly correctly billed and secondly adequately collected. The prevailing economic circumstances are adding to the difficulties in collecting the revenue due to the municipality, and additional savings initiatives will need to be implemented in the MTREF to ensure the financial sustainability of the municipality.

The expenditure required to address the needs of the community will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's revenue strategy is built around the following key components:

NATIONAL TREASURY'S GUIDELINES AND MACROECONOMIC POLICY;

Revenue enhancement and maximizing the revenue base;

Efficient revenue management, which aims to ensure a 96% annual collection rate for property rates and other key service charges;

Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);

Ensuring cost-reflective tariff increases for water, sanitation and refuse collection;

Budgeting for a moderate surplus to ensure availability of cash reserves to back statutory funds and provisions.

Fully subsidising all indigent households in terms of the relief offered by the municipality

The following table is a summary of the 2017/18 MTREF (classified by main revenue source):

R thousand	2013/14	2014/15	2015/16	Current Year 2016/17		Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget 2016/17			
Revenue By Source								
Property rates	190 535 063	196 253 184	221 954 710	238 041 540	241 641 540	268 222 110	292 362 120	318 674 690
Revenue foregone: Property Rates	-36 524 292	-24 192 366	-29 301 018	-32 467 164	-32 467 164	-36 038 560	-39 282 040	-42 817 430
Property rates - penalties & collection charges	3 759 202	3 872 348	5 009 483	7 304 520	7 304 520	7 893 380	8 488 960	9 130 100
Service charges - electricity revenue	448 515 503	481 894 340	545 729 486	588 613 237	606 644 204	618 082 770	661 348 580	707 642 980
Revenue foregone: Electricity	-8 703 921	-11 459 926	-10 950 991	-13 750 000	-13 450 000	-15 339 604	-17 509 514	-19 369 890
Service charges - water revenue	101 567 365	133 502 109	150 146 772	127 296 060	132 296 060	142 879 740	154 310 110	166 654 920
Revenue foregone: Water	-10 532 698	-35 652 662	-40 031 483	-16 568 949	-16 568 949	-18 621 650	-21 255 830	-23 514 250
Service charges - sanitation revenue	88 651 484	93 864 587	100 954 756	103 613 930	107 613 930	116 232 360	125 530 850	135 573 200
Revenue foregone: Sanitation	-24 840 092	-29 444 703	-23 271 600	-32 601 685	-32 601 685	-36 640 660	-41 823 780	-46 267 530
Service charges - refuse revenue	59 516 154	66 146 616	72 455 208	78 538 470	83 538 470	96 068 730	110 478 500	127 049 620
Revenue foregone: Refuse	-19 084 070	-21 334 343	-18 454 502	-26 347 738	-26 347 738	-29 611 920	-33 800 760	-37 392 070
Service charges - other	375 478	301 524	318 920	261 770	261 770	280 100	299 720	320 700
Rental of facilities and equipment	2 272 949	2 562 589	2 422 718	3 391 800	4 591 800	4 916 730	5 264 840	5 628 780
Interest earned - external investments	22 385 592	24 773 003	30 704 018	27 416 780	27 416 780	31 242 700	33 387 620	35 680 160
Interest earned - outstanding debtors	3 931 893	3 634 934	4 709 788	4 878 690	4 878 690	5 233 050	5 679 040	6 166 950
Fines	60 947 763	50 350 106	56 052 720	62 221 100	61 971 100	66 309 150	70 950 870	75 917 430
Licences and permits	2 088 827	2 316 999	2 262 046	2 544 030	2 544 030	2 722 150	2 912 740	3 116 640
Agency services	6 961 369	7 748 818	8 538 652	7 443 230	7 443 230	7 964 270	8 521 780	9 118 300
Other revenue	52 891 558	44 531 896	81 616 642	87 646 843	56 388 965	97 760 020	103 763 010	110 167 194
Transfers recognised - operational	290 629 404	251 537 180	297 573 818	303 915 906	317 383 556	393 504 591	417 076 492	453 586 000
Transfers recognised - capital	273 073 808	149 216 061	129 384 728	155 782 462	194 053 088	192 020 114	81 058 834	65 433 550
Gains on disposal of PPE	0	456 656	0	0	0	0	0	0
Total Revenue	1 508 418 338	1 390 878 950	1 587 824 873	1 677 174 832	1 734 536 197	1 915 079 571	1 927 762 142	2 060 500 044

Revenue generated from services charges remains the major source of revenue for the municipality, amounting to 52% of total revenue. The major sources of revenue for the 2017/18 financial year can be summarized as follows:

Source	Amount (R'000)	Percent age
Assessment Rates	232 184	14%
Electricity revenue	602 743	36%
Water revenue	124 258	7%
Sewerage charges	79 592	5%
Refuse charges	66 457	4%
Grants and subsidies	585 525	35%

The second largest source is operating grants and subsidies totalling R 585.5 million and mainly comprising equitable share allocated through the Division of Revenue Act and provincial housing allocation for the construction of houses. Other operating grants include the Finance Management Grant, the Municipal Systems Improvement Grant as well as the EPWP Incentive Grant.

Other revenue consists of various items such as income received from permits and licences, building plan fees, connection fees, fines collected and other sundry receipts. This revenue totals R224.3 million for the 2017/2018 financial year. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost effective and market related.

7.6 OPERATING EXPENDITURE FRAMEWORK

George Municipality's expenditure framework for the 2017/18 budget and MTREF is informed by the following:

The asset renewal strategy and the repairs and maintenance plan

Funded budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit

Addressing and finalizing legacy issues in order to focus on service delivery and financial sustainability, and

Operational gains and efficiencies will be directed to ensure appropriate cash backing of statutory funds, provisions and reserves as well as funding the capital budget and other core services.

The following table is a high-level summary of the 2017/18 budget and MTREF (classified per main type of operating expenditure):

R thousand	2013/14	2014/15	2015/16	Current Year 2016/17		Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget 2016/17			
<u>Expenditure By Type</u>								
Employee related costs	312 139 957	348 452 143	356 552 458	404 632 517	413 629 420	454 352 976	484 470 800	520 634 492
Remuneration of councillors	15 573 566	16 677 926	17 466 635	20 770 983	20 769 983	21 980 827	23 269 311	24 898 170
Debt impairment	69 604 195	59 121 262	88 516 206	63 424 000	63 424 000	68 554 300	71 982 040	76 300 960
Depreciation & asset impairment	110 883 152	116 323 806	141 581 652	159 420 985	159 420 985	156 878 423	138 928 097	121 484 609
Finance charges	51 159 815	51 072 662	48 714 953	39 320 325	39 320 325	38 103 660	34 597 774	30 277 710
Bulk purchases	287 736 248	310 889 236	359 854 084	394 991 686	408 019 331	409 293 510	433 847 320	459 883 760
Other materials	227 382	189 365	206 601	14 279 229	36 284 429	36 163 600	37 920 300	39 512 410
Contracted services	234 571 487	174 732 316	223 343 456	431 912 280	404 503 295	495 749 252	527 090 240	561 231 876
Collection costs	3 643 627	3 530 976	4 758 417	0	0	0	0	0
Transfers and grants	2 368 266	2 700 695	2 971 833	0	370 000	150 000	150 000	150 000
Other expenditure	177 260 949	193 627 011	224 854 647	96 607 975	95 182 681	107 720 146	105 530 390	111 298 284
Loss on disposal of PPE	99 085	2 152 795	10 454 913	600 000	600 000	600 000	600 000	600 000
Total Expenditure	1 265 267 728	1 279 470 193	1 479 275 854	1 625 959 980	1 641 524 449	1 789 546 694	1 858 386 272	1 946 272 271

The budgeted allocation for employee-related costs for the 2017/18 financial year totals R454 million, which equals 25.39% of the total operating expenditure. Based on the collective SALGBC wage agreement, salary increases have been factored into this budget at a percentage increase of 7.36% for the 2017/18 financial year.

The cost associated with the remuneration of public office-bearers is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998).

The provision for bad debt impairment amounts to R68.5 million for the 2017/18 financial year. Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate at which assets are consumed. Budget

appropriations in this regard total R156.8 million for the 2017/18 financial year and equate to 8.77% of the total operating expenditure.

7.7 REPAIRS AND MAINTENANCE

In order to provide basic services, Council needs to provide for the repairs maintenance of its infrastructure assets. Such expenses are needed to maintain the current service standards and will also extend the assets' useful lives. Budget Circular 66 cautions municipalities not to affect savings in repairs and maintenance to balance the budget but to ensure that sufficient budgetary allocation is made for this expenditure item.

7.7.1 Free Basic Services

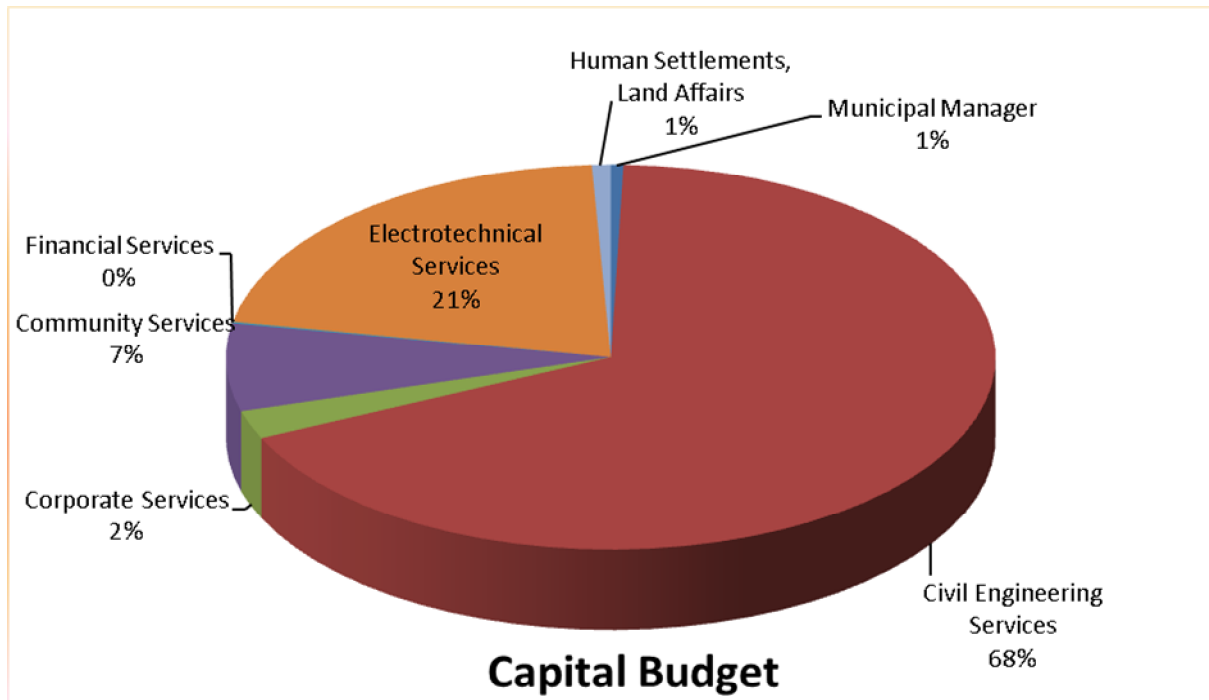
The social package assists poor households in paying for municipal services. To receive these free services the households are required to register in terms of George Municipality's Indigent Policy. Currently there are 16 544 households on the Indigent register.

The indigent process is one of self-registration – therefore, households needing assistance must apply for the subsidy annually. The cost of the social package of the registered indigent households is financed by National Government through the Local Government Equitable Share received in terms of the annual Division of Revenue Act.

7.7.2 Capital Budget and Expenditure

The IDP process informs the capital budget and information obtained from relevant stakeholders, through public participation and ward committee processes. The total capital requirements for the 2017/18 financial year are R317.5 million.

The following chart provides a breakdown of the capital budget allocation:



Capital budget allocation

The following table provides a breakdown of budgeted capital expenditure by vote.

Directorate	Total Per Department			
	Adjustment Budget Feb 2017	Proposed 2017/18	Proposed 2018/19	Proposed 2019/20
Municipal Manager	4 865 250	1 674 000	1 172 000	260 000
Civil Engineering Services	165 833 837	214 528 494	289 217 508	420 130 000
Corporate Services	8 712 420	7 527 500	12 245 000	1 550 000
Community Services	27 351 800	23 471 900	66 385 725	56 913 425
Financial Services	550 000	404 900	-	-
Electrotechnical Services	24 357 898	67 370 930	108 823 099	80 519 825
Human Settlements, Land Affairs	1 699 900	2 508 000	25 757 000	24 206 000
	233 371 105	317 485 724	503 600 332	583 579 250

Breakdown of budgeted capital expenditure by vote

National Treasury Budget Circulars 85 and 86 emphasize the constricting economic climate in which we operate and urge municipalities to ensure value for money spending and protection of the poor. The said circulars encourage the municipalities to carefully evaluate all spending decisions. George Municipality's budget for the 2017/18 financial year will focus on the following:

Core developmental service-delivery obligations assigned to the municipality in the Constitution

Maintenance of existing infrastructure enjoys preference

Provision of basic services, improvement of the quality of housing, infrastructure as well as sustainable service delivery to ensure the financial viability of this municipality

Balancing quality and affordability in the rendering of services to the community

Ensuring that value for money spending is obtained in delivering services to the community, and

Strengthening of management, leadership and oversight.

7.8 RECONCILING THE 2017/18 BUDGET WITH THE 2017/18 INTEGRATED DEVELOPMENT PLAN

The following tables depicts what the budget buy's in term of IDP priorities for the 2017/18 financial year.

7.8.1 Reconciliation of IDP strategic objectives and budget (revenue)

Source: 2017/18 Draft Budget - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
Sanitation	Affordable Quality Services	3		138 348	155 552	137 205	140 260	145 400	145 400	167 059	163 257	163 104
Water Services	Affordable Quality Services	3		111 472	125 895	144 582	182 281	175 521	175 521	185 382	167 591	192 799
Roads Streets, Storm water drainage and Sidewalks	Affordable Quality Services	3		70 323	49 359	8 897	28 901	28 901	28 901	14 504	3 670	3 271
Transport Planning & Traffic Engineering	Affordable Quality Services	3		325 113	146 967	296 764	253 521	276 871	276 871	382 665	210 273	222 422
Electricity	Affordable Quality Services	3		468 015	507 302	567 991	606 869	625 930	625 930	652 109	712 730	742 623
Housing	Affordable Quality Services	3		21 841	32 654	15 041	25 264	25 668	25 668	20 898	135 804	151 252
Spatial Planning	Affordable Quality Services	3		5 064	5 043	6 503	6 793	6 543	6 543	6 966	7 418	7 938
Property Development	Affordable Quality Services	3		12 509	6 851	6 644	6 020	7 220	7 220	7 725	8 266	8 845
Public Safety and Law Enforcement	Safe, Clean and Green	2		62 801	55 984	58 071	63 637	68 637	68 637	68 679	71 930	76 959
Road Transport	Affordable Quality Services	3		8 868	10 058	10 789	10 379	10 379	10 379	11 106	11 884	12 715
Environmental Health	Safe, Clean and Green	2	2	2	2	2	1	1	1	1	2	2
Public Amenities	Affordable Quality Services	3		3 364	4 027	4 112	4 378	4 378	4 378	4 289	4 501	4 726
Waste Management	Safe, Clean and Green	2		67 564	67 676	80 264	80 728	85 728	85 728	98 438	112 722	129 509
Sport facilities and Development	Develop and Grow George	1		18 888	5 429	5 659	3 971	3 971	3 971	5 280	5 461	5 760
Local Economic Development	Develop and Grow George	1		101	131	33	100	100	100	100	—	—
Tourism	Develop and Grow George	1		3 165	4	4	20	20	20	22	23	25
Financial viability and management	Good Governance and Human Capital	5		23 430	28 091	33 169	31 642	31 521	31 521	33 765	36 195	38 306
Revenue enhancement	Good Governance and Human Capital	5		157 228	175 581	195 940	209 613	213 214	213 214	236 569	257 801	280 940
Credit Control	Good Governance and Human Capital	5		—	—	—	—	—	—	—	—	—
Budget Formulation and control	Good Governance and Human Capital	5		1 027	1 049	1 100	1 075	1 295	1 295	1 150	1 150	1 150
People Management and Empowerment	Good Governance and Human Capital	5		1 432	376	557	500	1 460	1 460	500	500	500
Administrative Support	Good Governance and Human Capital	5		2 725	2 773	3 495	4 428	4 548	4 548	4 876	3 933	4 267
Library Services	Affordable Quality Services	3		2 626	7 920	8 081	13 198	13 635	13 635	9 329	9 878	10 446
Integrated Development Planning	Participative Partnerships	4		229	—	—	—	—	—	—	—	—
Communication	Participative Partnerships	4		964	193	137	109	109	109	116	124	133
HIV/Aids	Affordable Quality Services	3		—	—	—	—	—	—	—	—	—
Social Development	Affordable Quality Services	3		1 313	1 962	2 784	3 486	3 486	3 486	3 553	2 649	2 809
Internal Audit and Risk Management	Good Governance and Human Capital	5		5	2	2	—	—	—	—	—	—
Allocations to other priorities				2								
Total Revenue (excluding capital transfers and contributions)			1	1 508 418	1 390 879	1 587 825	1 677 175	1 734 536	1 734 536	1 915 080	1 927 762	2 060 500

7.8.2 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Source: 2017/18 Draft Budget - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand												
Sanitation	Affordable Quality Services	3		71 858	78 116	87 810	92 900	94 650	94 650	91 273	95 044	99 054
Water Services	Affordable Quality Services	3		104 705	111 171	122 381	116 788	124 677	124 677	124 451	128 017	132 611
Roads Streets, Storm water drainage and Sidewalks	Affordable Quality Services	3		139 947	136 025	101 011	110 732	110 732	110 732	103 589	100 261	88 569
Transport Planning & Traffic Engineering	Affordable Quality Services	3		132 744	95 010	229 954	245 764	226 124	226 124	336 081	234 007	246 220
Electricity	Affordable Quality Services	3		384 669	403 976	466 847	515 662	529 425	529 425	539 091	568 195	599 742
Housing	Affordable Quality Services	3		45 539	52 490	38 739	59 816	61 650	61 650	55 742	172 078	188 962
Spatial Planning	Affordable Quality Services	3		10 646	12 032	14 318	16 828	16 838	16 838	17 636	18 743	19 927
Property Development	Affordable Quality Services	3		15 934	8 923	10 249	4 854	4 854	4 854	5 233	5 234	5 329
Public Safety and Law Enforcement	Safe, Clean and Green	2		87 600	90 951	110 050	102 778	103 342	103 342	117 781	122 350	129 981
Road Transport	Affordable Quality Services	3		4 172	4 442	4 978	6 004	6 029	6 029	7 470	7 982	8 552
Environmental Health	Safe, Clean and Green	2		835	1 000	1 140	1 224	1 284	1 284	1 762	1 864	1 974
Public Amenities	Affordable Quality Services	3		24 733	24 976	26 976	29 536	30 437	30 437	34 273	35 984	37 796
Waste Management	Safe, Clean and Green	2		50 000	52 939	64 373	60 169	62 990	62 990	69 957	72 976	74 530
Sport facilities and Development	Develop and Grow George	1		9 840	11 130	11 012	12 131	12 121	12 121	12 448	12 458	12 614
Local Economic Development	Develop and Grow George	1		1 921	1 982	2 209	3 424	3 354	3 354	2 913	2 954	3 113
Tourism	Develop and Grow George	1		2 655	2 454	2 666	3 151	3 519	3 519	3 662	3 870	3 864
Financial viability and management	Good Governance and Human Capital	5		26 197	28 787	31 506	34 416	32 942	32 942	39 876	39 851	41 154
Revenue enhancement	Good Governance and Human Capital	5		22 970	18 447	19 598	23 260	23 355	23 355	26 663	27 022	28 795
Credit Control	Good Governance and Human Capital	5		2 500	2 759	3 226	3 243	3 263	3 263	3 293	3 523	3 768
Budget Formulation and control	Good Governance and Human Capital	5		2 869	2 711	2 475	3 118	4 853	4 853	3 427	3 591	3 771
People Management and Empowerment	Good Governance and Human Capital	5		11 922	13 989	14 414	17 456	19 206	19 206	21 846	23 310	24 873
Administrative Support	Good Governance and Human Capital	5		81 050	92 715	76 562	118 290	121 153	121 153	120 189	127 043	136 328
Library Services	Affordable Quality Services	3		8 350	8 234	8 852	9 956	9 956	9 956	10 729	11 231	11 948
Integrated Development Planning	Participative Partnerships	4		1 680	1 557	1 339	2 142	2 172	2 172	2 469	2 614	2 770
Communication	Participative Partnerships	4		5 376	7 097	9 460	11 925	11 704	11 704	14 217	14 970	15 792
HIV/Aids	Affordable Quality Services	3		724	749	804	833	833	833	800	852	904
Social Development	Affordable Quality Services	3		6 232	7 331	9 066	11 335	11 636	11 636	13 790	13 388	14 037
Internal Audit and Risk Management	Good Governance and Human Capital	5		7 601	7 478	7 262	8 226	8 426	8 426	8 884	8 974	9 291
Allocations to other priorities				2								
Total Revenue (excluding capital transfers and contributions)		1		1 265 268	1 279 470	1 479 276	1 625 960	1 641 524	1 641 524	1 789 547	1 858 386	1 946 272

7.8.3 Reconciliation of IDP strategic objectives and budget (capital expenditure)

See Budget Document

CHAPTER 8

Performance Management

8.1 INTRODUCTION

The Integrated Development Plan enables the achievement of the planning stage of performance management. Performance management then fulfils the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organisation is integrally linked to that of its staff. It is therefore vitally important for any organisation to periodically review its own performance as well as that of its employees.

8.2 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System implemented at the municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the municipality IDP and eventually the budget. The performance management policy framework was approved by Council which provided for performance implementation, monitoring and evaluation at organisational and individual levels.

The Performance Management Framework of the Municipality is reflected in the diagram below:

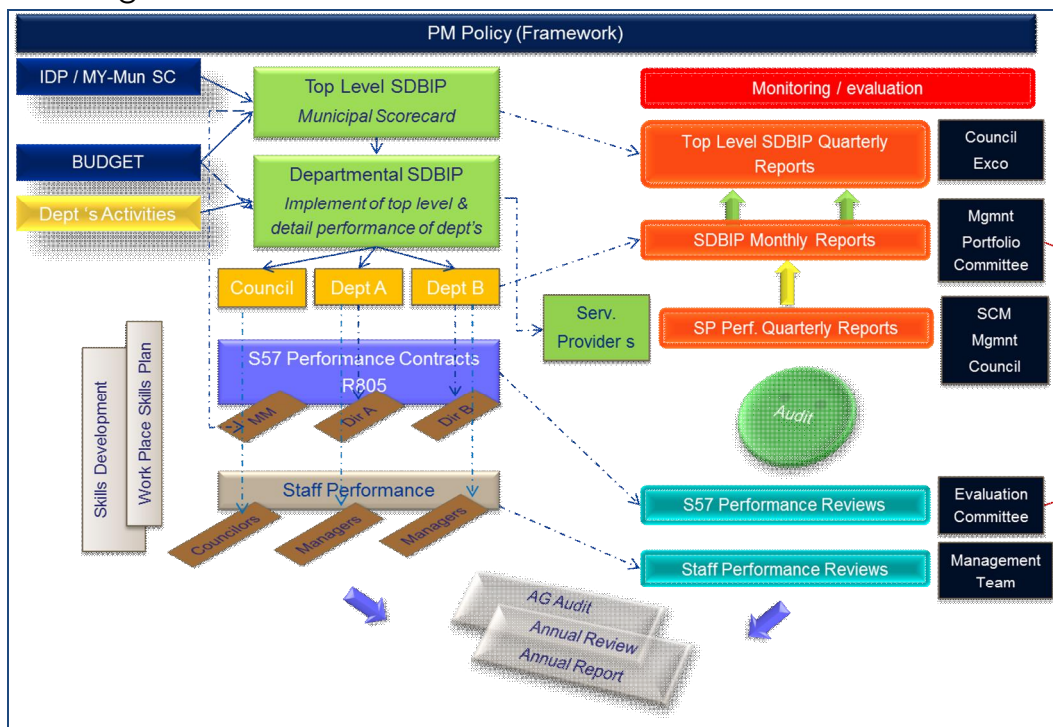


Figure 8.1: Performance Management system

8.3 ORGANISATIONAL PERFORMANCE

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

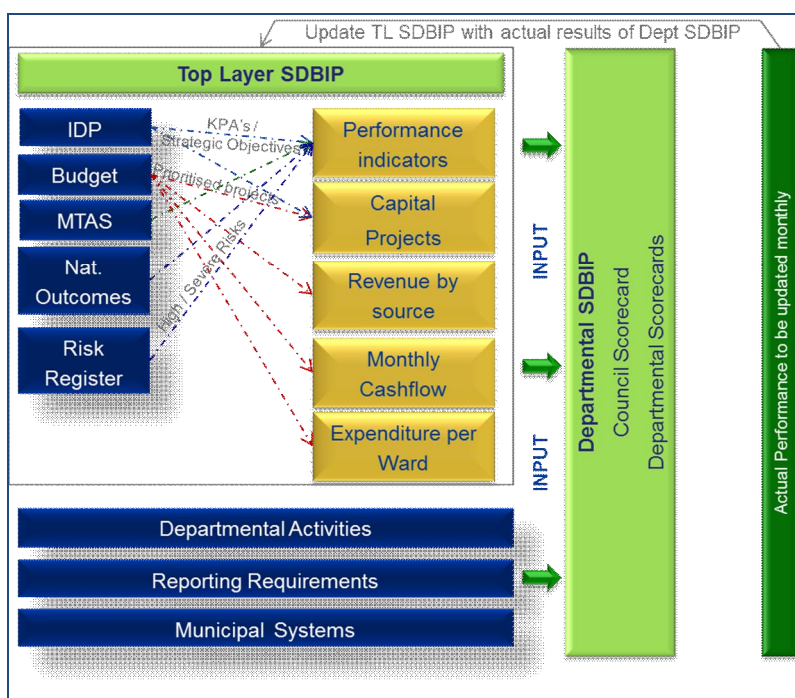


Figure 8.2: Organisational Performance

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of each directorate/sub-directorate.

8.4 INDIVIDUAL PERFORMANCE FOR SECTION 57 MANAGERS

The municipality is in the process of implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model.
- At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements.

8.5 INDIVIDUAL PERFORMANCE

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and

objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

8.6 PERFORMANCE REPORTING

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPIs, if necessary.

The format of the report must comply with the Section 72 requirements. This report is submitted to Council for approval before or on 25 January of each year and published in accordance with Section 21A of the MSA.

Annual Assessment

The performance of the financial year should be assessed at year-end in terms of Section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalised and submitted to the Office of the Auditor General by 30 August annually. This report will be included in the Annual Report of the municipality. The Annual Report is submitted to Council for approval by end of January of each year and published in accordance with Section 21A of the MSA.